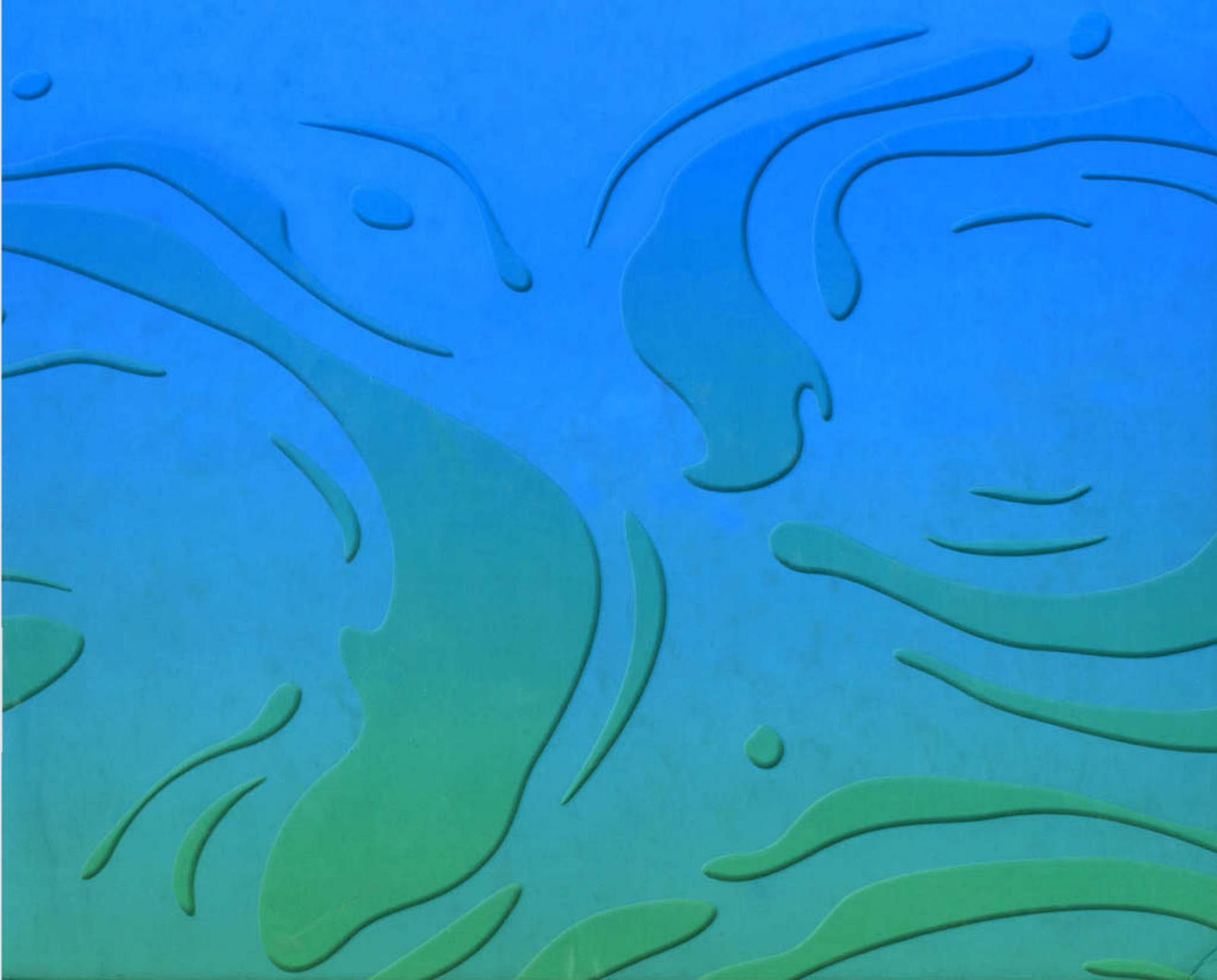
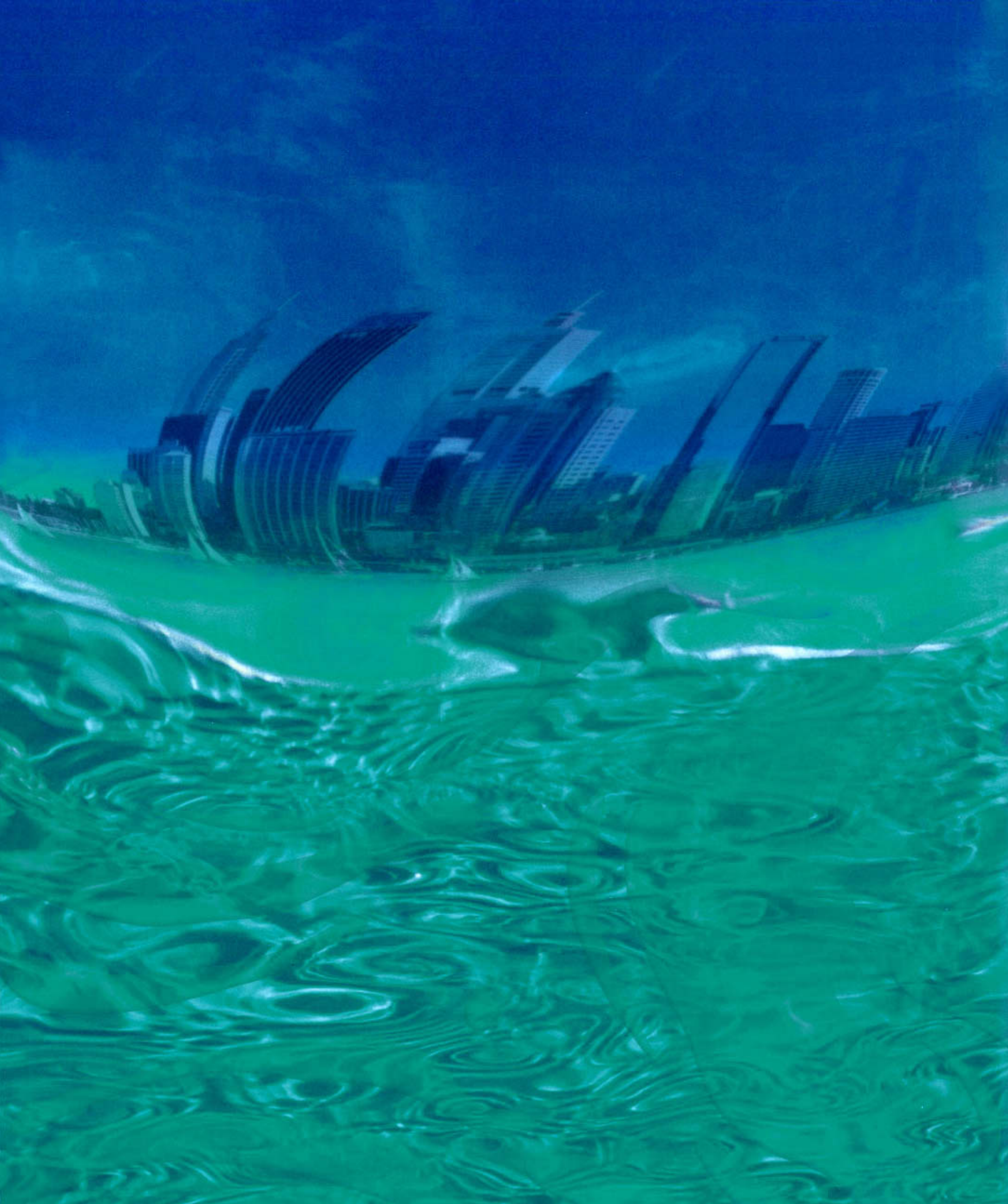




PREPARING FOR THE GAMES









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Sydney Organising Committee for the Olympic Games

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OFFICIAL REPORT
OF THE XXVII OLYMPIAD

VOLUME ONE
PREPARING FOR THE GAMES



SYDNEY 2000 OLYMPIC GAMES
15 SEPTEMBER- 1 OCTOBER 2000

FOREWORD

Almost eight years ago the International Olympic Committee entrusted Sydney, Australia with the responsibility to host the 2000 Olympic Summer Games.

Last September and October, Sydney 2000 had the opportunity to honour our bid commitment to deliver "The Athletes' Games". We began our efforts with one fundamental premise: it is the athletes who are the stars of the show and their needs must come first.

Of course we like to think that we also looked after the needs of other important constituencies, like spectators, the Australian public, officials, sponsors, broadcasters, and the broader Olympic Movement. But the athletes were our priority.

We hope that the members of all these groups are happy with what we delivered in Sydney. Along the way we received great assistance from the IOC, the National Olympic Committees and the International Federations. Many individuals helped and we are grateful to all of them.

Many more tens of thousands of people worked hard to deliver the quality of the Olympic Games that took place in Sydney. This book honours their work as it similarly honours the performances of the world's greatest athletes.

While many things contributed to the successful staging of the Olympic Games in Sydney, two things were fundamental to what has come to be called the "Sydney Model" for organising a Games. Firstly, the Government was central to the process. Not only did the Government of the State of New South Wales underwrite the Olympic Games financially, the public sector played the leading role in delivering the building program, Olympic transport and the Olympic Live Sites in the central business district. The public sector also itself delivered directly, or managed the contracts, for many of the services provided to spectators which would normally be the responsibility of an organising committee.

Secondly, the Australian Olympic Committee was closely involved in the organising of the Games. The creation of an autonomous Sports Commission, with strong AOC representation, which had direct control over preparations for the sporting competition and the management of the athletes village, was essential to Sydney fulfilling our commitment to put the athletes first.

Beyond these organisational distinctions, Sydney also had a huge special advantage in hosting an Olympic Summer Games, and that was the people of Australia. Australian's love of sport and their admiration for great athletes, no matter what country they represent, is legendary. The manner in which the Australian people welcomed our international guests and wholeheartedly embraced the spirit of the Olympic Games was something very special.

All of us in the Sydney 2000 team feel proud of what our country achieved. The Games were a unique opportunity to serve both our country and the Olympic Movement. It was a great privilege to be able to do so.



Michael Knight
President of SOCOG
Minister for the Olympics

Foreword
Volume One



Introduction
Volume One



INTRODUCTION

The *Post Games Report* of an Olympic Games performs a number of functions. Under the Host City Contract there is a contractual obligation to provide the International Olympic Committee with a full and complete official report on the celebration of the Olympic Games. It is also an opportunity for those responsible for preparing and staging the Games to reflect on the whole of the process and to record it as a legacy and for future use. Lastly, it is a final opportunity for the organisers to present the Games to an international audience and explain how the task of staging the Games was managed.

With all of this in mind, and given the immensity of the event, the issue arises of what the *Post Games Report* should contain. Traditionally, these reports have three volumes: Volume 1 deals with the organisation of the Olympic Games; Volume 2 is an account of the Games themselves and related events; and Volume 3 is the official results of the sport competition. The *Sydney 2000 Post Games Report* retains these divisions, with Volume 3 being presented as a CD rather than a book.

The *Report* also takes a different approach to Volume 1. The conventional treatment of the material has been to create a catalogue with the content largely divided between the functional areas of the Organising Committee for the Olympic Games (OCOG), with space allocated according to the weighting given to each function. The *Sydney 2000 Post Games Report* was first conceived in this way but a broader assessment showed that it was inadequate to explain the real process behind the Sydney 2000 Games. Something different was required if we were to explain how Sydney 2000 actually operated. In addition, the context of the report had been significantly altered by the IOC's introduction of the Transfer of Knowledge Program, which is discussed in more detail later.

An important influence on the Sydney 2000 Games was the growing awareness of the complexity of the event and its impacts, the need for coordination and in many cases for integration of functions and effort to meet operational demands. This resulted in the progressively more detailed interaction of all of the Olympic agencies in the preparations, and their being drawn together into an integrated response capability which allowed the Games to work effectively. Inevitably this process brought the relevant government agencies into the centre of the action, in partnership with SOCOG.

The conventional approach to Volume 1 content could not properly represent this complexity. Indeed, it would provide a distorted picture and fail to capture how the Games really were delivered. Nor could the matter be resolved by simply adding on information about other agencies and functions. The essence of the Sydney experience was the emergence of the integrated model. The *Post Games Report* had to mirror this in its structure and content or it would neither adequately reflect the reality of Sydney 2000 Games preparations, nor the major lessons to be learned from them.

Consequently, Volume 1 of this *Post Games Report* is structured to bring all of the major threads together in a readable way, and to explain the web of relationships, agreements, control mechanisms and legal provisions which were needed to stage the Games successfully. The content is therefore essentially broad and issues-driven rather than functions-driven.

The final resolution of many issues lies, of course, in the detail - and this has not been forgotten. Inevitably, some functional detail could not be included here and can be obtained elsewhere by those who need it. For completeness, a full listing of Games Program areas is given at Appendix A.

Organising the Olympic Games is a huge and complex task which is carried out for each host city largely by people with no previous experience and under the intense scrutiny of local and international media. The IOC provides valuable assistance and advice to host cities but very little knowledge has been provided formally to each



new city about staging the Games. The IOC has addressed this issue by implementing the Transfer of Knowledge Program, a joint initiative by the IOC and SOCOG. The Transfer of Knowledge materials form a manual of some 91 program areas, with supporting documentation, which will allow future host cities to look in detail at the planning for those programs and Games-time lessons and experiences. While these materials are not public information, they will provide a valuable resource for future research, as will the records of SOCOG and other Olympic agencies held in the New South Wales Government Archives.

It is in this changed context that the *Sydney 2000 Post Games Report* has been framed. It concentrates on the major issues and themes in Volume 1, illustrates in words and pictures the excitement of the Games in Volume 2, and provides the official competition results in Volume 3.

Winning the right to stage an Olympic Games and preparing for the event is a very lengthy process. It begins with a Bid which itself has to be placed in context to explain the range of factors affecting decisions of this kind and to introduce the key players, usually a mixture of Olympic Movement, government and others. This lays the basis for the continuities, institutional, legal and sporting, which are vital to the process.

The original Bid framework provides the Organising Committee and other Olympics-specific entities which come later with their roots and directions. In particular, the direct involvement of government from the outset lays the ground for the significant allocation of resources the Games require, both for infrastructure and services, and for any legislation needed to facilitate their conduct in the unique legal context of a particular host city. All of this was particularly relevant to Sydney because of the New South Wales Government's underwriting of the Games and its consequent exposure and responsibility to the people of the state. It was also the case that most of the support services for the Games, transport, security and medical, for example, were provided by state government agencies, as was development and procurement of venues, and that the Federal Government had vital functions to perform. Chapter 1 describes these forces and their resolution within what has come to be called the Sydney Model. Later in the Volume, the description of the evolution of integrated operations and control structures for Games-time demonstrates the ultimate working through of this process.

Volume 1 also documents the preparation and operation of the sporting venues, the provision of transport services that are critical to Games operations, communications in all forms, the interactions with special groups and an assessment of the outcomes and legacies of the Games. It is consciously 'big picture', focuses on the key issues, and is primarily concerned with critical frameworks and processes. In case this leaves the impression of a smooth and predestined evolution, it must be admitted that it was at times a disjointed and difficult process, although over time the major directions that needed to be followed became clearer. Making necessary changes was not always easy and, given the range and number of players and stakeholders, there was inevitably conflict and criticism at times. The ultimate great success of the Sydney 2000 Games and the budgetary control achieved indicate that the directions chosen and the mechanisms put in place were appropriate and sound.

Reflection on the process suggests that while there were some unique aspects to the Sydney experience, the fundamental drivers of the process were the huge scale of the event and its impacts on almost every part of the community. This will be true of every other host city. Managing the preparation and staging of an event of this magnitude draws on the full range of resources of the host - intellectual, financial and physical, and the integrated response that Sydney ultimately put in place provides a successful model for consideration. This report is Sydney's account of the Games, written both to document the process and to make a serious contribution to knowledge about the management of the Olympic Games in a large modern city.

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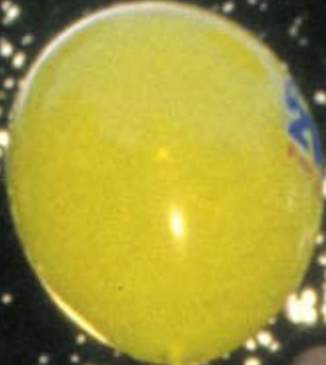
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1

FRAMEWORK





BIDDING FOR THE GAMES

"In 2000, at the dawning of a new millennium Sydney invites the world to an historic Olympic Games ... Sydney promises to advance the Olympic Movement, bringing the world together in the spirit of friendly competition at the beginning of the second century of the modern Games."

Preparing for the Bid

Australia's Olympic Past

The story of the Sydney 2000 Olympic Games stretches back nearly thirty years – even before the birth of many of the athletes who took centre stage. And the end is at least as far away – when those same athletes have become, in their turn, the eager families cheering a new generation of Olympians.

The vision for a Sydney Olympic Games dates back to the work of the New South Wales Government of the early 1970s which first identified Homebush Bay as a possible Olympic site; however, its antecedents date back over 100 years to the birth of the Modern Olympic Games in Athens in 1896.

From the time in 1896 that Edwin Flack, a young man from Melbourne working in London, decided that travelling to Greece to participate in the Games would be a bit of fun, Australians have been almost fanatical in their devotion to the Olympic Games.

Flack won two gold medals in those Games but, more importantly, he showed a tiny country at the bottom of the world that would not achieve federated nationhood for another four years exactly what an impact it could have on the world stage.

Australia has had a proud history of Olympic involvement ever since and is one of only two countries to have sent athletes to every summer edition of the Olympic Games. In Australia's pantheon of sporting heroes Olympic champions stand out above all others.

As IOC President Juan Antonio Samaranch said as far back as 1988, "Australia is the most sports-loving country in the world."

Apart from a decline in numbers at the 1932 Los Angeles Games during the Depression, Australian teams since World War I have grown to be amongst the largest at each Games. And in recent years Australia's sporting results have improved at each successive edition of the Games.

Australia's Olympic commitment was first rewarded by the chance to host the 1956 Olympic Games, when Melbourne became the first city in the Southern Hemisphere to host an Olympic Games. Acclaimed a great success, the Melbourne Olympic Games became known as the Friendly Games,

a remarkable outcome considering the volatile international relations of the time. The Australian team won 13 gold medals and achieved great success overall, particularly in its signature sport of swimming.

Previous Australian Bids

Australian cities did not make another official bid for the Olympic Games for almost 30 years, although Sydney made some very preliminary plans for 1972 and again for 1988, when Homebush Bay was first suggested as the site of a future Olympic Park.

In 1980 the Australian Olympic Committee (AOC) selected Melbourne to bid for the 1988 Games but in February 1981 the Federal Government declined to provide financial assistance and the Victorian State Government abandoned its candidacy. These aborted campaigns were followed by two fully realised bids by Brisbane for the 1992 Olympic Games and by Melbourne for the 1996 Centennial Games. Sydney's success owed much to these.

Brisbane performed very strongly on a comparatively modest budget and in the October 1986 election finished third behind the winner Barcelona and second-placed Paris. The Brisbane team gained valuable experience during the bid and made many international friends for Australia in the Olympic Movement.

The Melbourne Bid for the 1996 Games emphasised that by choosing an Australian city the IOC would be spreading Olympism across another continent. The past three cities

Bidding for the Games
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1. Sydneysiders celebrated for two days after the IOC awarded the 2000 Games to their hometown
2. Sydney, the second Australian city to host an Olympic Games, first considered bidding for the Games in the early 1970's



2

SOCOG



Bidding for
the Games
Volume One
Chapter One

3



ROBBIE ISRAEL/SCOGG

selected had been in Europe, Asia and the Americas; additionally, there had only been one Southern Hemisphere Games in the history of the Movement.

At the Tokyo IOC session of September 1990 Melbourne finished fourth in the vote. But the points the Melbourne Bid made about Australia's multiculturalism and the obvious hemispheric imbalance of host cities to date had been put so well they became foundation stones for any future Australian bid. This foundation allowed the Sydney Bid team to emphasise more specific features of its proposal, such as the venue plans, environmental considerations and the credo of an 'Athletes Games'.

Pre-History of Sydney's Bid

Sydney's bid for the 2000 Olympic Games reflected the two key determinants that would dominate planning for the Games over the next nine years. The NSW Government and the AOC, independently of each other, decided that Sydney should investigate a bid for the Games of 2000; it was these two organisations that would shape the form and substance of Sydney's Games preparations for most of the next decade.

In April 1989, five months after the AOC selected Melbourne to bid for the 1996 Games, John Coates of the AOC spoke to NSW Premier Nick Greiner about a possible bid by Sydney to host the 2000 Games if Melbourne's bid was unsuccessful. Coates suggested that Sydney needed to upgrade its sports

facilities and gain more experience in staging international sporting events if it were to have a chance.

In fact Greiner had already been investigating the idea, and had begun building on the work that had been undertaken since 1973 on a possible Olympic Games for Sydney.

In the early 1970s an investigation was commissioned by the then NSW government as to what to do about government-owned land at Homebush Bay, approximately 14 kilometres from Sydney's city centre. Over the nearly 200 years since Sydney's founding as a city, Homebush Bay had variously become the site of the city's abattoirs, its major brickworks and the Royal Australian Navy's (RAN) Newington armaments depot; its waterways had become landfill sites for chemical and other industrial waste as well as household rubbish. The growing environmental awareness of the late 1960s meant that in cities around the world such areas, the by-products of urban growth, had become targets for planning solutions.

On 1 February 1973, the Bunning Report raised the possibility that Homebush Bay could be rehabilitated as a future Olympic site.

This ambitious solution was revived briefly in 1980 when the government of Premier Neville Wran assessed a possible bid to hold the 1988 Olympic Games in Sydney. Part of this assessment process was an examination of sites throughout

3. Major promotional events were staged while Sydney was bidding for the Games. This scene was used in a promotional video conveying Sydney's strong community support

Sydney, including the recreational areas to the east of the city at Moore Park such as the then Sydney Showground. The viability of the Sydney Showground was already in question, with the Royal Agricultural Society, its operator, seeking funding to resolve problems highlighted in negative reports on facilities there, including the condition of buildings and the implementation of health codes.

The first step towards the redevelopment of Homebush Bay – and towards a Sydney Olympic Games – was made when Premier Wran responded to the urgings of his Department of Sport and Recreation and began work on the State Sports Centre, the future home of Olympic table tennis and taekwondo, which opened in 1984. However, the Government decided not to proceed with an Olympic bid at that stage, nor the fledgling proposal to move the Sydney Showground to Homebush Bay.

When Nick Greiner became Premier in 1988, all three matters were on his government's agenda – turning a nagging problem into an economic opportunity by moving the Showground, addressing the critical environmental issues at Homebush Bay, and bidding for a Sydney Olympic Games.

Premier Greiner saw the value of the Games in principle, but needed evidence that this bid would not be another abortive effort. This meant developing a practical plan that would work within the institutional and geographical realities of the city and the state.

The Government's view was that, 'Olympic Games or not', the redevelopment of Homebush Bay should proceed; in any case, infrastructure decisions had to be made and their implementation under way before a bid could be won.

The Federal Government supported proposals for the rehabilitation of Homebush Bay, viewing as untenable the perpetuation of a munitions facility in what had become the geographic and population centre of Australia's largest city. The RAN facility, under Commonwealth control, was relocated and the State Government closed both the State Brickworks and the State Abattoirs at Homebush. Tighter controls on dumping of industrial and household waste had been in place for a decade and finally all the dumpsites were closed and Bicentennial Park a large area of rehabilitated land, was opened in 1988.

Thus when John Coates met with Premier Greiner on 12 April 1989 to discuss a bid, the Premier agreed. Two weeks later a Homebush Bay Strategy Committee was established and by 30 June the Committee had reported, recommending the development of aquatic and athletic centres at Homebush. The Government accepted the recommendations on 7 August and the Premier assigned the project to the NSW Property Services Group.

When a Sydney Olympic Games Review Committee was formed with Minister Bruce Baird as Chairman, on 23 October 1990, support for the initiative was growing rapidly. Two weeks later, on 16 November, the AOC provisionally endorsed Sydney, and on 11 December 1990 the Committee reported and the bid was under way.

The pattern that had developed in the period from 1973 to 1990 would have a profound impact on Sydney's Olympic preparations. The decision to use government-owned land at Homebush Bay as the Olympic site would necessitate a key role for the Government in any future Olympic preparations. Just as importantly, the decision to locate most Olympic venues on the one concentrated site would play a major role in shaping the physical development of Sydney's sporting venues in general, and provide a set of unique challenges for the Sydney team.

The Australian Olympic Committee Selects Sydney

The Olympic Charter requires that the NOC of the country of the candidate city approve that city's candidature. Should there be several prospective candidate cities in the one country for the organisation of the same Olympic Games, it rests with the NOC to decide which one will be proposed for election.

In November 1990, the Executive Board of the AOC unanimously decided that an Australian city should bid to host the Olympic Games in 2000. Present at the meeting were Mr Kevan Gosper (President and IOC Member), Mr John Coates (Vice President), Mr Geoffrey Henke (Vice President), Mr Phillip Coles (Secretary-General and IOC Member), Mr Jack Howson, Mr John Devitt, Mr David Prince, Mr John Whitehouse, Mr Michael Wenden, Mr Keith Murton, Mr David Dickson and Mr Peter Montgomery (Athletes' Commission) and Mr Sydney Grange (Honorary Life President).

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4 and 5. To raise funds for the bid, eight Sunday horse races were held at the Randwick Race Course. The money raised was pooled and used to cover general Bid expenses



GILBERT ROSS/SCOGG

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the GamesVolume One
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After discussing the merits of Brisbane, Sydney and Melbourne, which had all been nominated as bidding cities, the Executive Board agreed that the AOC should investigate the Sydney proposal. The Board would endorse the candidature of the City of Sydney to the IOC for the right to organise and conduct the 2000 Olympic Games, subject to several conditions:

- That the proposal and all supplementary information and submissions, in particular concerning Games facilities and revenue and expenditure forecasts, proved to be satisfactory
- That agreement could be reached on the proposed organisational structure for the candidacy and the Games and the proposed senior personnel for the candidacy
- That during the period of the candidacy the NSW government would commence and substantially complete the construction of the proposed International Aquatic Centre and State Athletic Centre at Homebush

The AOC was to complete its investigation of the Sydney Bid before the end of 1990. The selection of Sydney also depended on receiving a favourable report from the NSW Government's Games Review Committee. Released the following month, the report stated that the 2000 Olympic Games was eminently 'winnable and viable'.

In December 1990, the NSW Government asked the Federal Government for a grant of A\$150 million to fulfil its agreement with the AOC to immediately begin construction of Stage One at Homebush Bay with the balance to be funded by the NSW Government. The initial response was that a grant would be contingent on Sydney being chosen for the Games by the IOC, but in a change of heart the grant was approved in February 1991.

The formal decision by the NSW Government and Sydney City Council that Sydney would bid for the Olympic Games of

2000 was announced on 1 March 1991. At that time, Beijing and Berlin had already announced their candidature and Manchester and Istanbul were soon to do so.

Ten days later, on 11 March 1991, the AOC, the City of Sydney and the State of New South Wales signed the contract endorsing Sydney as a candidate to host the 2000 Olympic Games.

The Bid Process

From the moment that the Sydney Bid was announced as official it was strongly embraced by Sydney and the whole Australian community – including the business sector, unions, ethnic communities, indigenous Australians and the mass media. The very strong support of the media for the bid proposal (the media was generally less supportive after the bid was won) was not matched until the magic of the Games themselves.

With the backing of the Sydney community the serious business of winning the bid had begun.

Bid Organisation Structures

The NSW Government quickly formed a bid committee of influential businessmen, politicians and sportspersons.

Its initial membership was:

President: Mr Nick Greiner (Premier of NSW)

Vice President: Mr John Coates (President of the AOC)

Chairman: Lord Mayor of Sydney Alderman Jeremy Bingham

Members: Sir Peter Abeles, Sir Eric Neal, Kerry Packer, Ken Cowley, Ted Harris, Ros Kelly, Dawn Fraser, John Newcombe, Bob Carr, Michael Cleary, John Devitt, Michael Easson, Nick Whitlam, John Alexander, John Brown, John Hewson, Sallyanne Atkinson and Bruce Baird

6. The bid team gathers for a group photo in Sydney's Town Hall

7. Opposite page:
The extent of community support became evident in 1992, when 150 000 people walked across the Sydney Harbour Bridge, paying \$2 each in support of the Bid



(who was also the NSW Government minister in charge)

Patron: R.J Hawke (Prime Minister of Australia)

The NSW Government created a public company called Sydney Olympics Bid Limited (SOBL). The company's articles of association charged it with preparing and promoting the Sydney Bid and provided for it drawing funds from both public and private sector sources.

SOBL was governed by a board of 16 directors and 30 company members drawn from the bid committee.

At the time of the lodging of Sydney's candidature in 1993 the directors of SOBL were:

President: John Fahey (Premier of NSW)

Vice Presidents: Bruce Baird, John Coates, Frank Sartor (Lord Mayor of Sydney), Geoff Wild

Members: Phil Coles, Rod McGeoch, Greg Daniel, John Devitt, Nick Greiner, Ted Harris, Geoff Henke, Graham Lovett, Donald McDonald, David Smithers, John Valder

Patron: Paul Keating (Prime Minister of Australia)

At the next level of organisation were five commissions and a strategy committee. The commissions, each chaired by a member of the board, were the Building Commission, Cultural Commission, Sports Commission, Communications Commission and Finance Commission.

A number of specialist committees supported these commissions, which in turn were supported by 42 staff under a CEO and General Manager. The NSW Government and corporate supporters provided the personnel that formed the core of SOBL's staff. The five divisions of SOBL were established: Administration, Bid Relations, Communications, Finance, and Planning and Design.

In May 1991 lawyer, Rod McGeoch, became CEO of SOBL.

SOBL had a budget of A\$25.2 million. The main sources of income for the bid were corporate contributions, funds raised from special Sunday race meetings, and NSW Government lotteries. In addition to these sources, significant financial support was obtained from both the federal and NSW State Governments. The NSW Government in particular was contributing financially to the success of the bid by ensuring the construction of the aquatic and athletic centres.

Building Domestic Support

With the establishment of SOBL the process of winning support for Sydney's bid began in earnest.

The first step was the creation of a logo and a Look for the bid. A number of local designers were invited to provide submissions for the official bid logo, and several others sent unsolicited material, with the result that the judging panel drawn from bid committee members had a field of about 60 designs to choose from.

After a two-stage process, judges were unanimous in their selection of the entry from Minale Tatterfield Bryce and Partners, who had utilised the talents of Aboriginal artist Ron Hurley.



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8. Australia's multicultural society was a main emphasis of international promotions

9. For its display the Royal Easter Show in 1992, the Central District of New South Wales chose the Bid as a theme for their fruit and vegetable display, for which they were later awarded the first prize by the Royal Agricultural Society



The design consisted of an impressionistic linear treatment of the sails of the Sydney Opera House in the five colours of the Olympic rings. The transition from one colour to another was made by using Aboriginal dot art technique. The design had the added virtue of being very amenable to reproduction on promotional material. The NSW Premier launched the logo in Sydney during August 1991. The striking ties worn by the SOBL team that featured the bright logo came to be very well recognised by all members of the Olympic Family and the press attending the bid process.

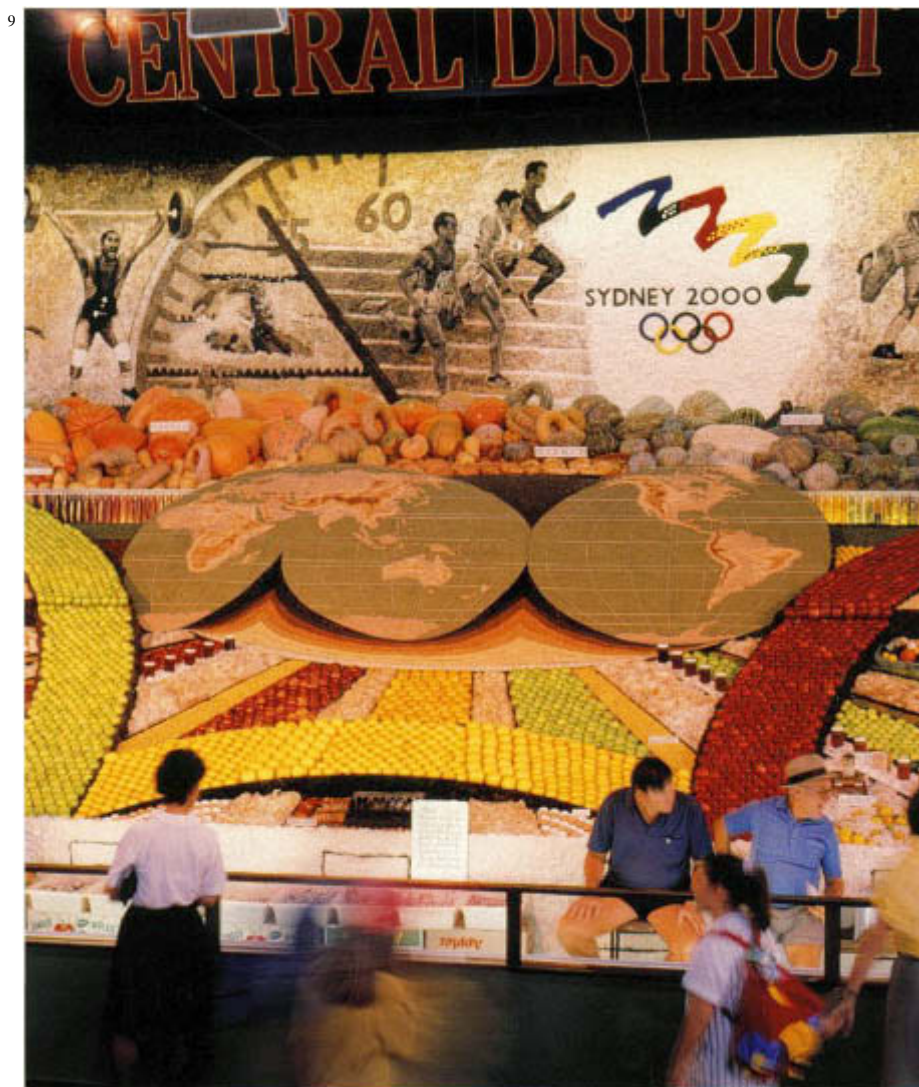
SOBL launched the bid community support campaign on 29 March 1992, the 60th anniversary of the opening of the Sydney Harbour Bridge. To mark the occasion organisers staged a public walk across the famous landmark, with walkers asked to make a small donation to the bid for which they received in return flags and balloons. Cameras caught scenes of exuberant flag-waving and general euphoria, and these were used extensively in the subsequent promotional campaign. An estimated 130 000 people made the fun walk, entering from both ends of the bridge. When the parties met in the middle, progress in either direction was impossible for some time.

Within a few days the official bid song 'Share the Spirit', by John Gillard, which became recognised around Australia, was released. It subsequently featured in most of SOBL's films, television advertising and live promotions.

'Share the Spirit' (excerpt)

*We want to share the century's dawn
A golden age will reign
Where the spirit of competition
Burns so bright in the eternal flame
Share your hopes
Share your dreams
Share the spirit of the Games
We all share the same sun
The same dream, the same earth, the same air
The spirit is the one
The spirit's you and me
The spirit of the dream that we all share
The spirit of the dream that we all share.*

'Share the Spirit' was the central theme of the promotional campaign devised by SOBL's advertising agency, Clemenger. 'Share the Spirit' was also the name adopted for SOBL's bi-monthly newsletter, the eight-page first edition in English, French and Spanish being published in April 1992. These newsletters were to deliver the key themes of the bid and typically provided information updates on venue construction and other bid progress, reports of sporting and cultural events, important conferences and expressions of community support and other boosts for the Sydney Bid. SOBL also produced an occasional full-colour, four-page, tabloid-size paper called Sydney Spirit, often to coincide with important visits to Sydney.



The bid Look program began in September 1992. Banners and flags incorporating the bid logo were flown from bridges, flagpoles and buildings at over 700 locations. The Government also carried out a major badging program on the public transport fleet that saw buses and train carriages decked out in vibrant treatments of the logo. All this was calculated to heighten public awareness and ownership of the bid campaign.

There was a strong attempt to get the whole community united behind the bid and SOBL undertook a number of community support events in this regard, including:

- Displays at ethnic cultural celebrations such as the National Folkloric Festival in June 1992
- Novel sporting events such as the mid-city Diet-Coke Mile featuring athletes like Mary Decker-Slaney and Steve Cram in October 1992
- Recruitment of Sydney's taxi drivers as roving ambassadors in mid-1992
- The 1993 Oz Day (26 January) Wheelchair Race.
- Olympic sculptures originally commissioned for the 1996 Melbourne Bid placed at key sites such as the Opera House, the Art Gallery and Darling Harbour during 1993
- Turning AMP Tower into the world's biggest Olympic Torch to welcome competitors to Sydney for the Commonwealth Bank Cycling Classic
- The Australian Chamber Orchestra agreed to wear 'Sydney 2000' whenever appropriate while on tour in America.

One of the questions put by the IOC to be answered in the Candidature File was about Olympic education and the involvement of children and young adults. SOBL decided that it needed to create an Olympic curriculum for NSW schools and funded development officers to work with the Department

of Education. The result was the Department of Education School Sport Unit. The unit decided to match schools that had a significant number of children of the same ethnic background with the IOC member of that country, who was encouraged to visit 'their' school if they came to Australia; the children also wrote to their adopted IOC member. Schools visited SOBL headquarters to meet staff and see the bid for themselves.

Australia's indigenous community firmly supported Sydney's bid. The NSW Aboriginal Land Council, elected representatives of NSW Aborigines, twice voted unanimously in 1992 to support the bid and expressed their hopes that a Games held in Australia might lead to more Aboriginal competitors and that employment opportunities for indigenous Australians would exist in the Games organising committee. During the bid SOBL employed an Aboriginal Liaison Officer. Senior Aboriginal spokesperson Burnum Burnum wrote to IOC members urging them to vote for Sydney.

The Labour Council of NSW and the Australian Council of Trade Unions were strong supporters of the bid and major players in the positive industrial relations environment that existed on the International Aquatics Centre and Athletics Centre construction sites. The secretary of the Labour Council emphasised union support for the bid in a presentation to the IOC Enquiry Commission in March 1993.

Assisted by the NSW Ethnic Affairs Commission, SOBL also involved Sydney's ethnic communities in the bid process. They proved to be very effective lobbyists of IOC members, who were entertained in the language, cuisine and culture of their homelands. Sydney boasts more than 100 ethnic community groups and 80 foreign-language newspapers.

Winning Over the IOC

The key to the success of any Olympic bid is, of course, winning the votes of the members of the IOC. Building community support for Sydney's Bid was essential in showing the IOC members that the whole of the Australian community supported Sydney's candidature. Equally important, however, was convincing IOC members that Sydney's bid was technically superior and that Sydney would stage a Games that would be of benefit to the Olympic Movement.

The bid committee devised a sophisticated and comprehensive program of lobbying IOC members. IOC members made visits to Sydney to be briefed on the plans and to inspect progress. Likewise a number of meetings of the Olympic Family were held in Sydney during the period of the bid which helped SOBL illustrate to the Olympic Movement the strength of Sydney's organisational abilities.

The annual conference of the members of the General Association of International Sports Federations (GAISF) was held in Sydney in October 1991. This was an important opportunity to showcase Sydney and to demonstrate to the delegates that the city was more than capable of staging a major event. Four hundred delegates attended, including 21 IOC members and representatives of 75 IFs. SOBL argued successfully that attendance at this conference did not constitute the one official visit that IOC members were allowed



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10. Students from the Homebush Bay area helped paint the flash, Sydney's Bid logo, on the future site of the Olympic Stadium. The logo could be seen from planes flying into Sydney International Airport

11. IOC members were invited to inspect the Homebush site and the venue plans throughout the bid period. Juan Antonio Samaranch makes a site visit four months before the IOC chose Sydney as the host city

to each city under the new bidding rules, thus they were entitled to make another trip to Sydney and be recognised by SOBL in an official capacity. Eventually 65 IOC members visited Sydney during the bid, not counting those who attended the GAISF conference.

In November 1991 the World Amateur Boxing Championships took place in Sydney. SOBL had a significant involvement in staging this event.



11

ROBBIE ISRAEL/SOCCO

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Sydney hosted the International Football Federation (FIFA) World Youth Cup in February 1993. This three-week, 16 team competition is one of world sport's showpiece events, one of the few that can be used as a reasonable barometer of how a city might cope with hosting an Olympic Games. FIFA President Joao Havelange described Sydney's Youth Cup as the best to date, adding that he had no doubt, based on his observations, that Sydney could host a successful Games. The coach of the winning Brazilian team told the press he was impressed by the tournament's 'meticulous planning'.

Eleven members of the IOC Enquiry Commission made a five-day visit to Sydney in March 1993. They inspected all of Sydney's Olympic facilities and were briefed on bid aspects including media and communications, environment, transport, health, security, the cultural program and union support. The Enquiry Commission reported that Sydney offered a solid bid, a safe environment and conditions superior to those required by the IOC, and had more facilities in place than any other bid. In its general commentary on Sydney's Bid the report said, "The commission felt that the concept of the Games was based on a priority to athletes. One Olympic Village, enabling all participating athletes to fully enjoy the Olympic experience, is a positive factor."

In addition to visits to Sydney, SOBL staff made many trips overseas during the period of the bid to spread the word. A lobby committee that included the CEO of SOBL Rod McGeoch, the General Manager Bob Elphinston, the Minister for the bid Bruce Baird, the Lord Mayor of Sydney Frank

12. Members of Sydney's Bid team lobbied for their cause in Barcelona in 1992



Sartor, the President of the AOC John Coates and the IOC members in Australia Kevan Gosper and Phil Coles travelled extensively. Some trips were for formal obligations but senior SOBL staff felt that the Realpolitik of the situation was they had to be present at all major sporting events and conferences around the world to lobby IOC members.

Key gatherings attended by SOBL between 1991 and 1993 included:

- **1991:** Inspection of Nagano Bid; IOC Executive Board and ASOIF meeting, Barcelona; 97th IOC Session, Birmingham; Mediterranean Games, Athens; Pan American Games, Havana; IAAF World Championships, Tokyo; IOC Executive Board Meeting, Lausanne
- **1992:** Olympic Winter Games and 98th IOC Session, Albertville; IOC Briefing Meeting for Bidding Cities, Lausanne; Pan American Sports Association (PASO) General Assembly, Acapulco; ASOIF Conference, Monte Carlo; Oceania National Olympic Committees (ONOC) Meeting, Cook Islands; Barcelona Olympic Games; Pan-Arab Games, Damascus; IOC Finance Commission Meeting, Lausanne; General Assembly of International Sports Federations (GAISF), Monte Carlo; General Assembly of the Association of National Olympic Committees (ANOC) and IOC Executive Board, Acapulco
- **1993:** Delivery of Candidature File, Lausanne, February; PASO General Assembly, Mar Del Plata; IOC Executive Board and ASOIF Annual Congress, Atlanta; IPC Meeting (Paralympic Bid Submission), Lillehammer; East Asian Games, Shanghai; Games of the Small States of Europe, Malta; Mediterranean Games, Languedoc; Inauguration of the Olympic Museum and 100th IOC Session, Lausanne; IAAF Conference and World Championships and IOC Executive Board Meeting, Stuttgart

In addition, at least one member of SOBL attended all Summer Olympic Sports World Championships during this period.

Following the precedent set by Atlanta's bid team, SOBL strove to gain an edge by meeting individual IOC members in their home countries and developing personal relationships. SOBL also employed strategically placed overseas consultants, with valuable contacts in the world of sport, to lobby on its behalf.

The Candidature File

The Official Candidature File, commonly called the 'Bid Books', is a formal response by the bidding city to a series of questions put by the IOC. The IOC questionnaire seeks to draw out details on how the candidate cities plan to organise every aspect of their Games.

Writers, designers and translators were recruited to help with the preparation of these books, which took eight months. When the proofs were ready, printers working under tight security at a secret location compiled the finished product. This was a 550-page document in three volumes containing half-a-million words in English and French, 1500 photographs and more than 80 technical drawings.

The File was an impressive document, printed in bright colours suggestive of the bid logo, and relied largely on

photographic images to convey the vibrant spirit of Sydney's bid. The File was delivered in person by the CEO and AOC Vice President Geoff Henke on 1 February 1993, but remained under IOC embargo until May 1.

The Bid Books represented the categorical statement on Sydney's ability to host the Olympic Games. In particular they made a number of significant points which would give Sydney the edge over other bid cities.

The main features of Sydney's bid as outlined in the Candidature File were:

- the concentration of Olympic venues in one central location at Sydney Olympic Park at Homebush Bay. Fourteen sports were to be undertaken at Sydney Olympic Park, which also provided the location of the Main Press Centre and the Olympic Village. Sydney Olympic Park was to be the largest concentration of venues in Olympic history
- many other sports played in the Sydney Harbour Zone, with yachting on the Harbour itself and six sports in the Darling Harbour area, the fifth largest Olympic precinct in history
- all athletes located in the one Olympic Village adjacent to Sydney Olympic Park for the first time in Olympic history
- all venues within 30 minutes of Sydney Olympic Park
- a focus on the needs of the athletes in every aspect of planning
- to overcome fears about distance, transport costs to Sydney for all athletes and officials would be met by the Sydney Organising Committee, in addition to provision of free accommodation and meals in the Olympic Village
- the freight costs of canoes and kayaks, rowing shells, yachts and all horses would be met by the Sydney Organising Committee
- Sydney was a low security risk with no known threats to the safety of the Olympic Family
- free health care for all members of the Olympic Family
- a four-year arts festival program with a particular focus on Australia's indigenous and multicultural heritage
- the sheer physical beauty, the warmth of its people and the temperate climate of Sydney were also highlighted as providing a perfect location for the Olympic Games.

In addition, Sydney's bid committee broke new ground in promising the most 'environmentally friendly' Olympic Games in history. The Sydney Bid Team developed environmental guidelines which were later adopted by the IOC as the standard for environmental policies for the Summer Olympic Games.

Election of the Host City

The Sydney Bid delegation began arriving in Monte Carlo in mid-September 1993 for the 101st IOC Session. Each bidding city was provided with space for an exhibition and with accreditation and invitations to attend events and receptions in the days prior to the final presentation and ballot.

The Sydney Bid delegation comprised approximately 60 people, with another 80 present in an official capacity as corporate and other supporters. There were also groups from



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SOCOG

the AOC and the Prime Minister's Office. Twenty-four Sydney Bid staff managed the offices, a hospitality suite, a media centre, supporters' hospitality, and the Sydney presentation and exhibitions. Ministerial and Premier's staff and interpreters completed the Sydney contingent.

The official delegation in Monte Carlo was responsible for representing the Sydney Bid and creating a Sydney flavour in Monte Carlo; coordinating activities of the official delegation, corporate supporters, staff and VIPs; and giving Sydney's final presentation at the IOC Session.

Sydney Bid activities in Monte Carlo included a Premier's reception, media conferences twice a day, street theatre, and koala and kangaroo costume characters conducting promotions and events. There were also athlete appearances, celebrity lunches, golf and tennis days, and a restaurant designated as a meeting place/hub for the Sydney delegation members and supporters.

On 23 September 1993 the five bidding cities made their final presentations of 30 minutes each with 15 minutes set aside for questions.

The Sydney presentation took place at 10.15 am (Monte Carlo time), in the second presentation position, after Berlin and before Manchester.

It began with archival Olympic film footage, accompanied by a score that gradually resolved into *Waltzing Matilda*. The first speaker was Kevan Gosper, IOC Vice-President and Australian IOC member, who spoke of the birth of the Olympic Movement and Australia's unbroken attendance record. He noted that this was Australia's third consecutive bid to host the Games.



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PALANI MOHANFARFAX

13. Rod McGeoch, SOBL's CEO, hands the official Bid Books to Juan Antonio Samaranch in Monaco, six months before the host city election

14. On the decisive day in Monte Carlo, 11-year old Tanya Blencowe speaks passionately about Sydney and Australia

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The second speaker, John Fahey, Premier of NSW, said, "I've never seen the people of Sydney as excited, as hopeful, as enthusiastic as they have become over our Olympic bid." This was perhaps Mr Fahey's key message to the IOC. He committed the NSW Government to financially guarantee the Games, and carefully illustrated the solid, modern infrastructure already in place in Sydney. He also recounted the significance of the Sydney Bid's concern for the environment.

John Coates (AOC) followed Mr Fahey. He reintroduced the central theme of the 'Athletes Games', and also spoke of the close working relationship between the AOC and the bid committee. He emphasised that the Sydney Bid had received endorsement from each of the 25 international sports federations, who also favoured the proposed month of September. He spoke of the advanced state of venue preparation, the wonderful 'centre stage' provided by Sydney Harbour, the centrality of Sydney Olympic Park and the many events that would be held there. He made the point that the Olympic Village could accommodate all athletes and officials and was within walking distance of 14 sports venues.

Kieren Perkins, the Barcelona Games 1500 m freestyle gold medallist, spoke next. He said, "Sydney will offer athletes a special level of freedom, safety and comfort, and a clean, healthy environment." This was a reaffirmation of the concept of the Athletes Games from an elite athlete.

The fifth speaker was 11-year-old Sydney schoolgirl Tanya Blencowe, selected from 120 student applicants. She spoke on behalf of the children of Sydney and Australia. Perhaps her

most memorable words were these, "Sydney is a friendly city where it doesn't matter where you come from. We are all Australians together. We eat together, learn together and play sport together. And that's what the Olympic Games really mean to me. It's bringing the young people of the world together to celebrate sport and friendship."

Paul Keating, Prime Minister of Australia, spoke next. His three key messages were the Australian love of sport, freedom and democracy; Australia as a representative of the Asia-Pacific region; and Australia as a venue for a safe Games.

Annita Keating followed her husband to the microphone. Dutch-born Mrs Keating spoke as a representative of the 25 per cent of all Australians born overseas, and of the 140 cultures found in Sydney, which she described as a "welcoming community" with a spirit of "friendliness and fun." She repeated the final sentence of her speech in both French and Italian, a gesture to which the audience reacted warmly.

The last speaker, SOBL CEO Rod McGeoch, reiterated the key messages delivered by the earlier speakers and reflected on the ideals and obligations of the Olympic Charter. He closed with the words, "Mr President, on behalf of our entire team, on behalf of all Australians, and on behalf of all the peoples of Oceania, we humbly submit the Sydney 2000 Bid."

After a press conference, and more functions, the entire bid delegation and supporters gathered in the Stade Louis II: Salle Omnisports to await the announcement of the results of the bidding process.

For the first time a system was used in which IOC members, after each round, were told only which city had been eliminated, and were not informed of the number of votes for each candidate. Prior arrangements with several IOC members meant that the Sydney delegation knew from their signals, once the IOC members had entered the room, that Sydney was one of the finalists.

The President of the IOC, His Excellency Juan Antonio Samaranch, then proceeded with prior formalities, including congratulating, in alphabetical order, all the candidates before announcing that, on this occasion, "The winner is ... Sydney."

The Sydney delegation jumped to their feet in delight, Premier John Fahey leaping high into the air with his arm raised in a victory salute. The Prime Minister and his wife joined the rest of the delegation at the front of the hall as celebrations began, and a short ceremony was held for the signing of the contract.

In Sydney, vast crowds witnessed the announcement in the early hours of 24 September (Sydney time). Extra taxis were laid on, and many clubs and hotels stayed open all night and screened the television coverage. In private homes people arranged pyjama parties and early morning barbecues. An estimated gathering of 50 000 people crammed into First Fleet Park, Circular Quay West, and watched developments in Monaco on a large videoboard. The announcement of Sydney's victory caused several hours of unbridled celebration.

Later, the IOC released round-by-round details of the voting.

15. Australia's Prime Minister Paul Keating, Kevan Gosper, Australian IOC member, and Frank Sartor, Sydney's Lord Mayor, pose with Juan Antonio Samaranch after the announcement of the IOC's choice



MIKE HEWITT/SPORT

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MIKE HEWITT/SPORT

AOC, Councillor Frank Sartor, Lord Mayor of the City of Sydney, and His Excellency Juan Antonio Samaranch, IOC President, in the presence of Mr John Fahey, Premier of NSW, and the IOC Director- General, François Carrard.

In the days following the bid victory, Sydney and Australia were still in a mood to celebrate, with the bid team on their return experiencing the euphoria of a ticker-tape parade through the streets of Sydney before thousands of spectators.

The Sydney 2000 Olympic Bid Company was quickly brought to a close with the immediate resolution of all outstanding accounts, financial and legal obligations, and a final Board meeting held to wind up business in accordance with the requirements of the IOC.

IOC voting for the Games of the XXVII Olympiad

City	Round 1	Round 2	Round 3*	Round 4*
Sydney	30	30	37	45
Beijing	32	37	40	43
Manchester	11	13	11	–
Berlin	9	9	–	–
Istanbul	7	–	–	–

* The IOC member from Swaziland did not vote in rounds 3 or 4

In October, the NSW Parliament passed the *Sydney Organising Committee for the Olympic Games Act 1993* to create the statutory authority known as SOCOG which was to be responsible for the organisation and staging of the 2000 Olympic Games.

Following the announcement of Sydney's success the Host City Contract was signed by Mr John Coates, President of

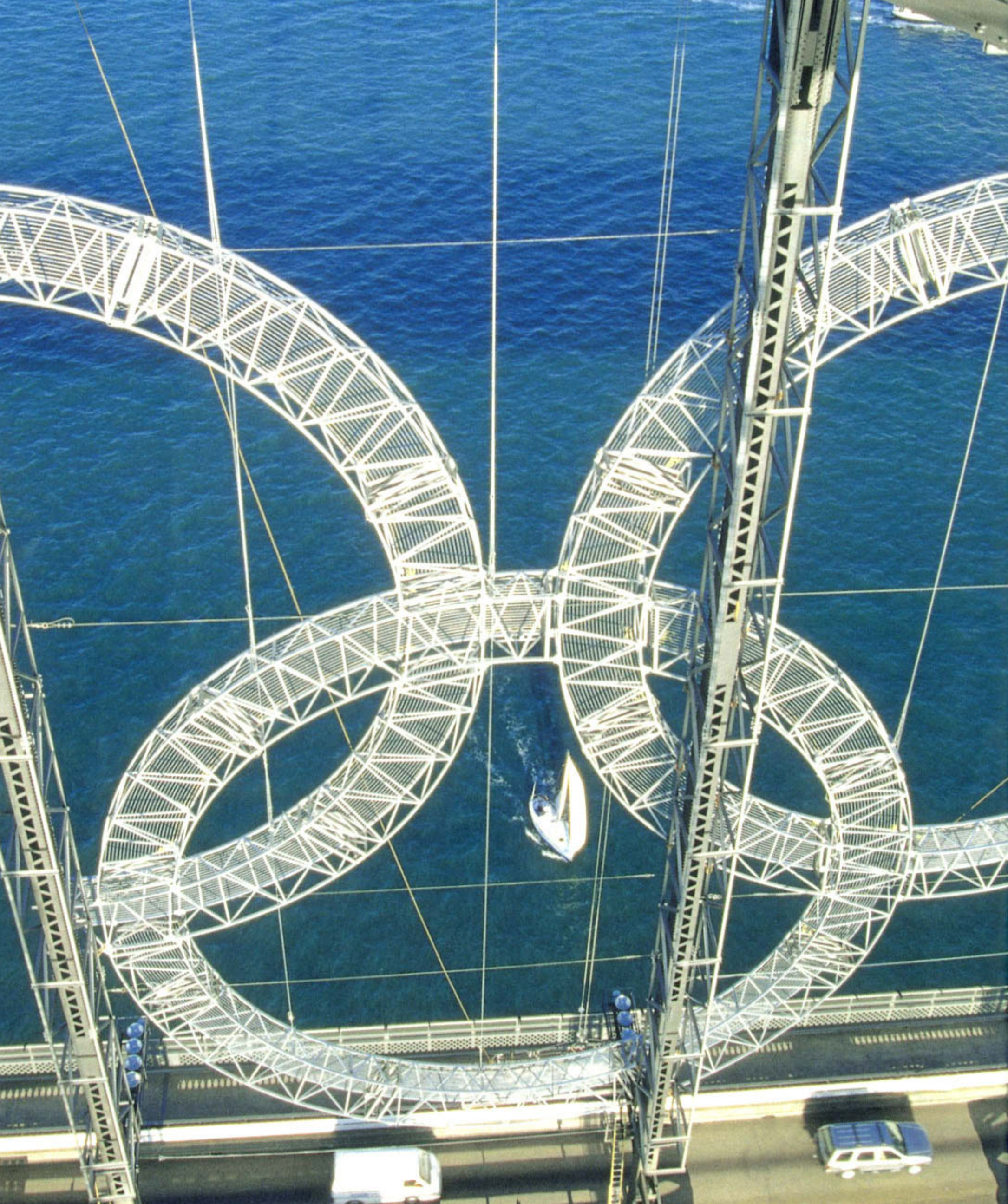
The NSW Premier announced Mr Gary Pemberton as the President of SOCOG and the initial Board meeting was held on 23 November 1993.

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JONATHAN CHESTER/SOCOG

16. Dressed in brightly coloured T-Shirts, Sydney supporters erupted in celebration as Juan Antonio Samaranch read out the famous words "and the winner is ... Sydney"
17. Fireworks exploded over the Sydney's spectacular harbour and thousands of people cheered as they watched the events in Monte Carlo via large screens at Circular Quay





EVOLUTION OF THE SYDNEY 2000 MODEL

The Sydney 2000 Structure and its Context

The final structural arrangements put in place to organise Sydney's Games were the result of nearly a decade of evolution, from the beginning of the bid process until the start of the Olympic year 2000.

Ultimately, Sydney's Games structure was an integrated model of development that united and reflected the key groups involved in the Sydney Bid and all those others essential to the successful staging of a modern Olympic Games.

Two distinctive features stand out in Sydney's Games organisational model – the high level of government involvement and financial backing, and the leading role of Australia's sporting community in decision making.

Sydney's Games organisational structure was based upon a cooperative arrangement between the three levels of Australian government, particularly the Government of the state of New South Wales, which underwrote the Games, the business community and the Australian and international Olympic and sporting movements. Organisationally, a Minister of the Government of the State of New South Wales, Michael Knight, led the Sydney 2000 team.

Three key organisations made up the Sydney 2000 team at the core of delivering Sydney's Olympic Games: the Sydney Organising Committee for the Olympic Games SOCOG, of which Minister Knight was the President; and the Olympic Co-ordination Authority (OCA) and the Olympic Roads and Transport Authority (ORTA), which were New South Wales government agencies directly responsible to the Minister for the Olympics. All three organisations were interdependent, and over time their interaction and integration progressed to the point where all organisation was undertaken under the one Sydney 2000 banner.

The model that ultimately delivered the Sydney 2000 Olympic Games evolved over the period from 1993 to mid-2000, with significant operational integration occurring across all Olympic agencies in the nine months prior to the Games.

The 'Sydney model' had the following key elements:

- a Games financially underwritten by the Government of the State of New South Wales
- a formal and explicit relationship between the Organising Committee, the NSW Government and the Commonwealth of Australia
- recognition of the inherent limitations of an entity such as the Organising Committee to mobilise all the resources needed for the Games, no matter how well it manages its core responsibilities

- the establishment of specific-purpose entities e.g. OCA, ORTA, Olympic Security Command Centre (OSCC) to perform specific tasks which eventually came together under the banner of one integrated team
- strong state and Commonwealth government coordination mechanisms, backed as far as possible by legislation
- a planned and structured approach to urban domain management, including major city celebrations
- preparation and reporting to a Global Olympic Budget (government plus SOCOG)
- a coordinated and integrated structure for Games-time operations through the Games Coordination Group chaired by Minister Knight.

Sydney Organising Committee for the Olympic Games (SOCOG)

SOCOG was established by an act of the NSW Parliament to fulfil the obligations of the Host City Contract with the IOC.

Under its charter and the responsibilities given it by the *SOCOG Act*, SOCOG's responsibilities in relation to the Games were:

- the sports program, including preparing and operating all venues and facilities for the Games
- to organise the cultural program
- to establish a marketing program in consultation with the IOC and the AOC, and
- to arrange and make available host broadcaster and television and radio facilities and other information services.

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1. In Sydney's Games planning, the organising committee and Olympic government agencies were integrated into one single entity, Sydney 2000
2. As fireworks lit up Sydney's skies after the closing ceremony, it was agreed that the Games had been a success for everyone involved in the planning and staging of the event



MATT TURNER/ALLSPORT



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In essence, SOCOG was responsible for the areas of sport competition, the Olympic Village, ticketing, sponsor servicing, technology, ceremonies, licensed products, press operations, protocol, the torch relay, arts festivals and Olympic broadcasting via the Sydney Olympic Broadcasting Organisation (SOBO).

The key senior executives of SOCOG at Games-time were Chief Operating Officer Mr Jim Sloman, Deputy CEO Mr Michael Evers on secondment from OCA, Mr Bob Elphinston General Manager, Sport and CEO Mr Sandy Hollway.

Olympic Co-ordination Authority

OCA was the main government agency responsible for Games preparations. The OCA was created as a statutory body of the New South Wales Government, coordinating the State's responsibilities for the Sydney 2000 Olympic and Paralympic Games. OCA's Director-General reported directly to the Minister for the Olympics.

OCA's initial tasks were to deliver new facilities and venues for use during the Games that also met the long-term social, cultural and sporting requirements of the people of New South Wales, and to coordinate and monitor all New South Wales government activities in support of the Games. It was responsible for the development and management of 760 ha of land at Homebush Bay and sporting facilities at Penrith Lakes, Horsley Park, Blacktown, Liverpool, Fairfield and Bankstown.

Over time, however, OCA became responsible for oversight of many of the operational issues involved in staging the Games. Its key Games-time senior executives were Mr David Richmond and Mr Mick O'Brien.

The partnership, under Mr David Richmond's leadership, between the key senior executives of OCA, SOCOG and ORTA, Mr David Richmond, Mr Bob Leece, Mr Geoff Amos, Mr Mick O'Brien, Mr Jim Sloman, Mr Michael Evers and Mr Sandy Hollway was a major factor in Sydney's success.

Olympic Roads and Transport Authority

ORTA was established by the New South Wales Government to coordinate all ground transport services for the Olympic and Paralympic Games.

It looked after the specific transport needs of VIPs, Olympic athletes and officials, and accredited media, as well as ensuring that the Sydney public and private transport networks continued to function smoothly and efficiently for Olympic spectators, commuters and travellers.

In this respect ORTA coordinated the activities of a range of different transport organisations including rail services, the management of the road system, the procurement of Olympic buses and drivers and Olympic bus and car fleet management.

The key Games-time senior executives of ORTA were Bob Leece and Geoff Amos. Bob Leece, who also managed the City celebrations during the Games, had previously managed the Olympic construction program, reporting to David Richmond.

ORTA relied heavily on the New South Wales State Rail Authority (SRA), led by Ron Christie, previously CEO of ORTA, who had moved to the SRA to manage Sydney's rail system.



3. Ron Christie, CEO of the Olympic Roads and Transport Authority, and Michael Knight speak at a press conference

The three organisations that formed the structural basis of Sydney's successful Games effort and the delivery of what were widely acknowledged as the most successful modern Olympic Games ever held, were supported by two other organisations that played crucial roles.

Olympic Security Command Centre and Sydney Olympic Broadcasting Organisation

OSCC was created by New South Wales Police Commissioner Peter Ryan, and was responsible for devising and implementing security arrangements for the Games. The actual security task was undertaken by the New South Wales Police Service under the command of the Police Commissioner.

The New South Wales Police Service was assisted in its task by contract security personnel, members of the Australian Army and a number of security volunteers. OSCC, led by Commander Paul McKinnon, reported to the Police Commissioner, who had overall strategic command of security operations.

SOBO was the host broadcaster responsible for televising the Sydney 2000 Olympic Games to an estimated cumulative global audience of 30 billion people. SOBO's role was to provide coverage of every Olympic competition for the 200-plus broadcast organisations that were television and radio Rights Holders.

SOBO was created by SOCOG as a commission of the Board with its own operating charter and its own board, which included non-SOCOG directors. SOBO was led by Mr Manolo Ramero as Chief Executive and Mr Gary Fenton as Chief Operating Officer.

OSCC and SOBO provided significant specialist support services integral to the Olympic task and due to their functions and reporting relationships formed a major part of the Sydney 2000 integrated team of agencies.

Development of the Integrated Model

The historical development of the Sydney 2000 organisational structure was based on the agreements undertaken at the time of the Sydney Bid.

Following Sydney's selection as the host city for the Games of the XXVII Olympiad, the Host City Contract, specifying the rights and obligations of the parties, was signed between the AOC, the Council of the City of Sydney and the IOC.

Sydney's Games organisers were also bound by the undertakings given in the Endorsement Contract and its amendments between the AOC, the City of Sydney and the NSW Government, which had endorsed Sydney's bid for the Games.

Two major commitments given at the time of the bid also informed the framework in which Games preparations developed: the bid undertakings committed all Olympic construction to be undertaken by the New South Wales government; and any operating losses from the Games were to be underwritten by the New South Wales government.



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MATT TURNER/ALLSPORT

Thus the reality of the development of Sydney's unique model of Games organisation was that most of the developments of the period from the winning of the bid in September 1993 until the successful conclusion of the Games in October 2000 were grounded in the legal, institutional and parliamentary framework of the State of New South Wales. These were the keys to the development of the integrated model of planning that delivered the Sydney 2000 Games.

For instance, as already noted, the bid had promised that not only would the NSW Government build all the facilities, it would also underwrite the complete cost of the Games in case of financial shortfall. By its very nature this arrangement would necessitate a large role for the NSW Government in the preparations for and staging of the Games.

Further, the conduct and organisation of an Olympic Games requires a degree of mobilisation of a city's physical and social infrastructure that demands substantial public sector involvement. It requires coordination and management of a wide range of public sector programs and resources at local, state and national levels. It is simply not possible to stage an Olympic Games in a city like Sydney without the full support and active involvement of a large number of government entities.

Creation of SOCOG and Early Government Structures

Under the Host City Contract between the IOC, the City of Sydney and the AOC which awarded Sydney the 2000 Olympic Games, the host city was required to establish an organising committee as soon as practicable after selection as a host city.

Section 5 of the Host City Contract states that, "The City and the NOC shall not later than eight months following the execution of this Contract, create in a form ensuring it has legal personality, an Organising Committee for the Games", and within a few weeks the NSW Government passed the *Sydney Organising Committee for the Olympic Games Act 1993* to create the statutory authority known by the acronym



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- 4. All security planning was managed and coordinated in the Olympic Security Command Centre, which began to take shape in March 1997
- 5. The Sydney Olympic Broadcasting Organisation was in effect another separate organising body

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6. Phil Coles, IOC member, Jim Sloman, SOCOG's Deputy CEO, Michael Knight, SOCOG President, John Coates, AOC President, Sandy Hollway, SOCOG CEO and Bob Elphinston, General Manager Sport (left to right), share a laugh during the 1998 ASOIF meeting

7 and 8. Opposite page: The Olympic Co-ordination Authority was a government agency created to manage the construction of Olympic venues and the development of the Olympic site at Homebush Bay

SOCOG. SOCOG was to be responsible for implementing the provisions of the Host City Contract and the undertakings of the Bid in regard to the organisation and staging of the Games.

SOCOG was to be governed by a Board of 15 directors. In accordance with the requirements of the IOC, the board automatically included the two IOC members resident in Australia, Mr Kevan Gosper and Mr Phil Coles, the President and Secretary-General of the Australian Olympic Committee Mr John Coates and Mr Perry Crosswhite, and the Lord Mayor of the City of Sydney, the Honourable Frank Sartor.

The *SOCOG Act* provided for additional directors as follows:

- The President of the Board, appointed by the NSW Government in consultation with the President of the AOC, Mr Gary Pemberton
- The Chief Executive Officer of SOCOG, appointed by the Board of Directors with the consent of the Premier of NSW (at this juncture the position had not yet been filled)
- Two persons representing the Premier of New South Wales, Mr Robert Maher and Ms Sallyanne Atkinson
- Two nominees of the Prime Minister of Australia, Mr Simon Balderstone and Mr John Brown, and
- Four persons with the appropriate expertise and experience to represent community, sporting, business and commercial interests, recommended by the Premier of NSW, Mr Kerry Packer, Mr Nick Greiner, Mr Graham Lovett and Mr Rod McGeoch.

The *SOCOG Act* also made clear that in terms of financial accountability the organising committee would be subject to various pieces of New South Wales government legislation such as the *Public Finance and Audit Act*, the *Annual Reports Act*, the *Freedom of Information Act*, the *Independent Commission Against Corruption Act* and the *Ombudsman Act*.

Any deviation from the Organising Committee's budget as set out in Sydney's bid could only be undertaken with the approval of both the Premier (subsequently the Minister for the Olympics) and the Treasurer of New South Wales.

Importantly, in accordance with the Host City Contract, the *SOCOG Act* provided for the dispersal of any surplus funds after the Games and the winding up of the organisation. In line with section 37 of the Host City Contract, section 54 of the *SOCOG Act* provided that any surplus after the Games would be divided as follows: 10 per cent to the AOC, 80 per cent to be used for the general benefit of sport in the host country to be administered by the AOC and 10 per cent to the IOC.

Further, the *Act* provided a significant role for the AOC. The Premier of New South Wales had to consult with the President of the AOC before: recommending any appointment of a person as President of SOCOG; recommending any appointment of certain directors; or consenting or refusing to consent to the appointment, removal or suspension of a person as Chief Executive Officer; or recommending any termination of the appointment of the President of SOCOG or a director.

Prior approval of the President of the AOC was also needed for any SOCOG budget and for any expenditure or commitment of money that exceeded the relevant allocation or was not included in SOCOG's most recent budget.

At the same time that SOCOG was created, the NSW Government's Olympic responsibilities, in terms of coordination of services and construction of facilities, were being undertaken by four government ministers and five separate government agencies.

The Government's Olympic entities included: the Office of Olympic Co-ordination, in the Premier's Department; the Olympic Construction Authority, housed in the Public Works Department; the Homebush Bay Development Corporation, which was responsible for providing most Olympic venues; part of the Department of Sport and Recreation, which had responsibility for delivering certain other new Olympic facilities such as the rowing course and velodrome; and part of the Department of Planning, which was responsible for securing venues for equestrian and mountain bike events.

In areas of the State's other main Olympic responsibilities, working committees on health, transport and security were established by the Government to bring together SOCOG and the different arms of government that were to deliver these services. The Transport Committee was later replaced by ORTA's Board.

In the period between 1993 and 1995 formal interaction between Sydney Games organisers and the IOC began with the establishment of the IOC Coordination Commission and regular reporting to the IOC Executive Board.

Creation of the OCA

The first landmark step in the evolution of the Sydney Games structure towards the integrated model was the election in March 1995 of a new government in New South Wales.

The election of this new government saw the appointment of a full-time Minister for the Olympics, the Honourable Michael Knight MP, who was given responsibility for all of the Government's Olympic-related activities except police matters.



BRENDA READ/SOCOG

The first significant act of the Minister for the Olympics was the streamlining of all government Olympic activities into one government department. *The Olympic Co-ordination Authority Act 1995* merged the five departments previously undertaking Olympic work into one statutory authority known as the OCA. As a corollary to the appointment of a single minister looking after Olympic preparations, the *OCA Act* also made amendments to the *SOCOG Act*, in regard to the appointment of directors, by changing all references to 'the Premier' in that *Act* to the 'Minister for the Olympics'.

With the establishment of SOCOG and OCA, the cornerstone organisations of Sydney's Olympic preparations were now in place. OCA was entrusted with two principal tasks. Firstly, to deliver venues and facilities for use during the Olympic and Paralympic Games which would also meet the long-term social, cultural and sporting requirements of the people of New South Wales. In this regard OCA was responsible for the orderly economic planning, urban development and management of the Homebush Bay development area, the principal site for Olympic venues. OCA was also responsible for the construction of all new Olympic venues outside the Homebush Bay precinct and the Olympic and Media Villages.

The second principal task of OCA was the coordination of all aspects of the NSW Government's involvement in Games projects. This included coordinating and reporting on the expenditures and Olympic initiatives of all government agencies and the management of the Government's relationship with SOCOG and the Sydney Paralympic Organising Committee (SPOC). The first assignment undertaken by OCA was to develop a master plan for the main Olympic site at Homebush Bay and to speed up the process for construction of all major Olympic venues.

As initially envisaged, SOCOG and OCA were designed to complement each other. Minister Knight said at the time, "OCA builds the theatre and SOCOG puts on the show, and for several years this was a very useful shorthand method of explaining the role of the two organisations." Over time as Games preparations evolved, this distinction would become superseded as a more sophisticated and integrated Games model evolved.

Especially in terms of the advancement of the integration of Sydney's Games organisations, 1996 proved to be a landmark year in Sydney's Games preparations. Likewise 1996 saw important developments in Olympic financial and budgeting issues and in the construction of Olympic venues, beginning with the rebuilding of Sydney Showground, at Homebush Bay.

Financial Arrangements

In May 1996 OCA released the details of an extensive budgetary review of the costs of Olympic construction, which found a series of shortcomings in the bid budget if Sydney was to meet its undertakings for the Games and provide a long-term legacy from the Olympic Games. The budget review was based on a greater understanding of the Olympic requirements and the physical parameters for development of sites and procurement methods than existed at the time of the bid.



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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY



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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

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ADAM PRETTYVALLSPORT

It had also been agreed at that time that a separate and additional amount of A\$60 million was to be paid to the AOC to fund reasonable costs and expenses during the period 1997–2000, including the preparation and participation of the Australian teams in the 1998 Olympic Winter Games and the 2000 Olympic Games. The A\$60 million was negotiated to be paid by the State of NSW as a condition of the AOC endorsing Sydney's candidacy to host the 2000 Olympic Games and, in the event that the candidature was successful, of the AOC entering into a joint marketing program with the Organising Committee wherein the intellectual properties of the AOC were combined with those of SOCOG in a single marketing program. The AOC therefore did not have rights to a separate marketing program.

9. Countdown auctions were held by SOCOG to raise additional funds in the lead-up to the Games. Proceeds supported Australia's Olympians and the Games budget

10. The Australian Olympic Committee, represented here by former Olympian Herb Elliott, entered into a joint marketing and fund raising agreement with SOCOG

OCA's budget review process coincided with the release of the first of an annual series of documents titled *State of Play*. These were major status reports to the people of New South Wales and to the IOC on the New South Wales government's plans to fulfil its Olympic obligations.

In 1996 significant changes also occurred in relation to SOCOG's budgetary processes, as established in 1993, when it had been agreed that the prior approval of the President of the AOC was needed for any budget of SOCOG and for the expenditure or commitment of money that exceeded the relevant allocation or was not included in the most recent budget of SOCOG.

On 11 December 1996 agreement on the scope of the changes having been reached in May 1996 and legislative changes made in June 1996, the AOC concluded an agreement with the NSW Government by way of a Variation Deed agreed with the Minister on behalf of the State of New South Wales, the City of Sydney and SOCOG, whereby the AOC assigned to the State of NSW its entitlement to 90 per cent of any surplus from the 2000 Olympic Games in return for fixed payments to the AOC of A\$5 million (1992 dollars) and the Australian Olympic Foundation (AOF) of A\$70 million (1992 dollars); both to be paid within ten days of the Closing Ceremony of the 2000 Olympic Games and regardless of whether or not there was any surplus. The payments were to be made out of the net revenue to SOCOG from those television rights agreements remaining to be agreed or documented at that time.

As part of the Variation Deed, the AOC agreed to the *SOCOG Act* being amended to remove the AOC's veto powers in relation to budget expenditure. The obligation for the separate and additional payment of A\$60 million to fund the 1998 and 2000 Australian Olympic teams remained with the State of New South Wales, but would be paid by SOCOG.

The AOC and SOCOG agreed to conduct their fund-raising activities during the four years leading up to the 2000 Olympic Games as a joint program, from which the AOC was entitled to the first A\$8 million net, the AOC and SOCOG sharing equally the ensuing A\$8 million net and SOCOG entitled to any further net income.

These agreements ensured that the Australia's athletes would have a fund to support them after the 2000 Games which would be used for all elements of their preparation and participation in future Olympic Games.

Both agreements required amendment to the Host City Contract with the IOC. The IOC agreed to these historic changes on the basis that it retained its rights to 10 per cent of the SOCOG surplus, which would be used for the benefit of sport in the Oceania region.

SOCOG Sports Commission

One of the major pledges of Sydney's bid had been a promise to create what had been termed the Athletes' Games. In a major development reflecting the important role that Australia's



DALLAS KILPONENSUN HERALD

sporting movement played in Sydney's Games preparations, this desire was given substance by the introduction of a new commission of the SOCOG Board.

The Sydney 2000 Games was envisaged as carrying the highest possible priority for athlete amenities and services, a notion carried forward on 5 June 1996 when the SOCOG Board agreed that those members of the Board from the Olympic Movement be given a greater role in the sports-specific and sports-related functions of SOCOG.

The Board resolved to create the SOCOG Sports Commission, chaired by John Coates; it was established as a permanent commission of SOCOG whose delegated powers and functions and membership could not be altered or abolished without the prior written consent of both the president of the AOC and the President of SOCOG.

The Sports Commission was made up of representatives from the IOC and the AOC, and included a former Australian Minister for Sport, who later became Mayor of the Olympic Village. This powerful commission, with its strong blend of Olympic and sporting knowledge, was a unique aspect of Sydney's organising structure.

Under this structure, SOCOG's General Manager: Sport, Mr Bob Elphinston, reported directly to the Sports Commission.

Beginnings of Operational Integration

The appointment of the Minister for the Olympics as President of SOCOG in 1996, following the resignation in August of the then President of SOCOG, Mr John Illiffe, was a landmark move in terms of operational integration between Olympic agencies.

Close observation of the Atlanta Olympic Games and its organisational arrangements had made it obvious to Sydney Games organisers that due to the nature of the structures involved, it would be sensible to streamline authority and thus better coordinate relations between all Olympic agencies. Mr Illiffe publicly acknowledged this at the time of his resignation. In particular Sydney's organisers had noted the problems that the Atlanta Committee for the Olympic Games (ACOG) had had in arranging essential services such as transport and security. Without a complete partnership with government, especially in areas under government control, ACOG had been hamstrung in its ability to deliver.

The appointment of the Minister for the Olympics as President of SOCOG recognised the strong need for coordination between both Olympic agencies and reflected the unique circumstances impacting on Sydney's ability to stage a successful Olympic Games. The appointment recognised that in a small country like Australia it was necessary for government to be significantly involved in the organisation of such a massive event.

The move was strongly supported by the IOC, the AOC and other partners in Sydney's Olympic preparations. Indeed, the President of the IOC, Juan Antonio Samaranch, was the first to suggest it and has on many occasions urged that future host



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cities should adopt the Sydney model of Games organisation. President Samaranch said at the time: "I absolutely support this move, which is really nothing new for the IOC in the sense that whenever there has been strong government involvement and commitment for the Games, as in Barcelona and Albertville, the experience has been very, very positive and beneficial."

The appropriate legislative changes were made to the SOCOG Act to appoint the Minister for the Olympics also President of SOCOG. Additional changes established a position on the SOCOG Board for the Shadow Minister for the Olympics, so that if a change of government occurred before the staging of the Games an experienced executive would become the new President. This change reflected the bipartisan political support for the Games in Australia. The legislative changes also removed the category of 'Directors representing the Minister' and increased to five the number of directors with 'appropriate expertise and experience'.

The initial component of operational integration was the streamlining of authority through the Minister for the Olympics

11 and 12. The establishment of the Sports Commission within SOCOG directed attention to the needs of the athletes and planning the best sporting competition ever

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responsible at this time for OCA and later for ORTA also being President of SOCOG. Over time this development, so essential to the coordination of the Games, was followed up by other measures. For instance, in December 1996 the SOCOG Board and the Government agreed to shifting the functions and personnel of the SOCOG Facilities Division across to OCA.

Originally the SOCOG Facilities Division had been seen as overseeing both the fitout of permanent venues into Olympic mode and the construction of temporary Olympic venues. However, as OCA was overseeing the construction of all permanent venues, it was decided that it would be sensible to merge these two functions into one. This made use of the fact that not only did OCA have a comprehensive understanding of the permanent venues, it also had a very good relationship with the construction companies which would be required to build the temporary facilities and undertake the fitout.

A further sign of increased coordination and integration between Olympic agencies was the establishment in 1997 of joint OCA/SOCOG executive meetings. Throughout the following years the organisations worked closely together to deliver the Games, although more formal integration did not begin until 1999.

Integration was also the operative principle for relationships between SOCOG and SPOC. From 1997 it was determined that while these would remain separate legal entities they would be operationally integrated. The concept of the '60 day event' was enshrined in the language – the period of the two Games and the transition phase between them.

Creation of ORTA

An extremely important lesson for Sydney's organisers from the experience of the Atlanta Olympic Games was the need for a coordinated approach to transport. Atlanta had suffered particular criticism for its lack of control over spectator transport and poor traffic management procedures.

Following a review by the Director-General OCA, it became apparent that what Sydney needed was a single powerful body able to coordinate the planning and delivery of all Olympic and Paralympic transport services. A transport operation of the magnitude required for the Games can work only if it is based on public transport. As in most other cities in the world, public transport in Sydney was controlled by a mixture of government and private service providers, and the only body with the clout to cut across all transport needs was the NSW Government.

In March 1997 the Premier announced the Government's decision to establish ORTA with the role of coordinating Olympic and Paralympic transport services.

ORTA had to be established as a body with real power so that it would be able to control, for the benefit of the Games, the myriad other agencies involved in transport planning and operations in Sydney. Thus, by government legislation, the *Olympic Roads and Transport Authority Act 1998* gave ORTA the powers it needed to successfully manage the Olympic transport task.

13. The coordination and integration of rail and road transport was managed by the Olympic Roads and Transport Authority, which was responsible for all aspects of transport planning



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BOB PETERS/OLYMPIC ROADS AND TRANSPORT AUTHORITY

ORTA had in fact been operational since May 1997 and had successfully organised one transport test event but originally did not have the legislative powers required to instruct other agencies in cases of disputes over transport arrangements.

The *Act* gave ORTA the power to direct other government agencies and transport providers in relation to providing Olympic and Paralympic transport. The *Act* compelled these agencies to cooperate with ORTA and gave ORTA a role in resolving intra-agency disputes. These strong powers were necessary to streamline decision making and avoid the jurisdictional problems that had plagued Atlanta's Olympic transport plans.

Importantly, this powerful authority reported directly to the Minister for the Olympics, further streamlining the chain of command in Olympic decision making. ORTA was overseen by an advisory Board whose Chairman was Mr David Richmond, Director-General of OCA.

In a further act of functional integration, SOCOG delegated its Games-time obligations in respect of transporting members of the Olympic Family to ORTA. Whereas in Atlanta ACOG had directly organised transport for these constituent groups, in Sydney the task was undertaken by ORTA in line with obligations under the Host City Contract and specifications developed by SOCOG.

Thus, as well as developing transport plans for all constituent groups and coordinating spectator transport, ORTA's role also involved: the fleet management of athlete, official, media and sponsor vehicles; the provision of cars and drivers; and the provision of site transport coordinators at all venues as well as at hotels and airports, changes which made ORTA a service provider as well as a service planner.

To enable ORTA to undertake this task properly, the legislative provisions of the *ORTA Act* placed the authority on the same legal footing as the Government's other transport agencies.

The Games Coordination Group and Operational Integration

Throughout 1999 SOCOG's budgetary position declined. Proposed expenditure was increasing and revenue projections were not being achieved, partly because of factors such as the Asian economic crisis and, for a period, the furore surrounding the IOC's Salt Lake City scandal. At this time significant cuts were made to parts of the SOCOG budget, the contingency fund was increased and both the IOC and AOC agreed to forfeit their share of profit in Sydney 2000. This amounted to approximately A\$11 million each, the AOC agreeing to forfeit the money due to it under the 1996 Variation Deed. The Australian Olympic Foundation for athletes would still receive its allocation under that deed.

In December 1999, the Games Coordination Group (GCOG) was established, bringing together the top executives of the key agencies responsible for staging the Sydney 2000 Games. This group comprised the Minister for the Olympics and President of SOCOG Minister Knight, the chair of the SOCOG Sports Commission and President of the Australian Olympic Committee John Coates, OCA Director-General and Deputy



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David Richmond and Mick O'Brien, SOCOG CEO and Deputies Sandy Hollway, Jim Sloman and Michael Eyers, ORTA CEO and Deputy Bob Leece and Geoff Amos and the Police Commissioner and the head of the OSCC Commissioner Peter Ryan and Commander Paul McKinnon. At Games-time the commission was joined by the CEO and Chief Operating Officer of SOBO Manolo Romero and Gary Fenton.

GCOG provided a high-level mechanism for working through a range of issues to determine necessary actions, in a coordinated manner, on matters which were the responsibilities of the key agencies. Where issues had not been resolved at senior management level, GCOG meetings facilitated a sensible outcome.

While ultimate formal power to make decisions rested elsewhere – in the case of OCA and ORTA with the Minister for the Olympics, in the cases of the Sports Commission and the rest of SOCOG with their respective Boards – GCOG was effectively where the integrated decisions of Sydney 2000 happened.

GCOG initially met fortnightly, then weekly, and at Games-time met daily. The meetings were chaired by the Minister/President and in his absence by David Richmond.

Throughout the period of the Olympic Games the work of the SOCOG Board and the Sports Commission delegated a Games-time Commission, consisting of Minister Knight and John Coates, to make decisions at short notice that would normally have been made by the SOCOG Board or the Sports Commission. Following the creation of GCOG, operational integration across functional areas of the various Games bodies commenced in earnest.

In February 2000, as part of a package of measures to resolve SOCOG's continuing financial difficulties, SOCOG outsourced



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ANDY BAKER/NEWSPIX

14. Olympic Family transport needs were delegated from SOCOG to ORTA, which trained volunteer drivers and managed the fleet of vehicles

15. ORTA's authority extended over the city's roads to ensure smooth traffic flow during the Games

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CAMERON BLOOM/SOCOG

to OCA at a fixed price a package of venue operational programs and budgets – venue acquisition, overlay, look, environment operations, spectator services, catering, cleaning and waste management for all venues other than the Villages. This formalised the close working relationship which had evolved between OCA and the venue operations and services staff of SOCOG.

16. During the last months leading up to the Games, Olympic communications were fused to form a single brand, Sydney 2000. One of the bigger projects of the new joint communications group was the Welcome the World program

17. As part of the integration process, some of SOCOG's responsibilities were outsourced to OCA. These included Look of the Games, overlay and catering

The formal integration of these two groups at all management levels into one team allowed for greater certainty, efficiency and coherence in the operational delivery of core services to venues. This provided SOCOG with a guaranteed price and certainty of service delivery, complemented OCA's role in providing the overlay in all venues and combined OCA and SOCOG expertise. Core Games activities were managed by Jim Sloman SOCOG and Mick O'Brien OCA, reporting to David Richmond, with Jim Sloman maintaining his Chief Operating Officer role but focusing on management of competition and non-competition venues, sport, technology, general logistics and the Main Operations Centre (MOC).

In the important area of public information, from February 2000 onwards there was a single, consistent 'Sydney 2000' brand and strategy. This resulted in a coordinated communications approach. An Executive Communications Group, chaired in rotation by the agency heads, topped the structure, with a Sydney 2000 Working Group, comprising management representatives from SOCOG, OCA and ORTA, supporting it. There were six clusters of coordinated communications covering specific programs – Spectator Communications, Urban Domain, Travel Demand Management, Ticket Sales, Environment, and a major visitor hospitality campaign, Welcome The World.

Subsequently, in May 2000 the NSW Government provided additional funding to SOCOG, and budgetary management on a day-to-day basis also became more integrated. Importantly, from an integration point of view these changes meant that significant areas of Games-time operations were now under the guidance of OCA. In effect, throughout 2000 the majority of staff in OCA, SOCOG and ORTA reported to, and received direction from, the one key chief executive, the Director-General of Sydney 2000.

This role was held by David Richmond, Director-General of OCA, who was also Chairman of the Board of ORTA. In August 2000 Mr Richmond was made Director-General of SOCOG to ensure that appropriate formal authority existed in respect of SOCOG activities during the Games, although under the OCA outsourcing arrangements and closer financial integration set up earlier, he was already leading SOCOG operations.

The position of Director-General Sydney 2000 thus brought together all operational reporting aspects of the Games at one point. The Director-General Sydney 2000 was the key policy and operational manager for the whole Games workforce during Games-time.

Structural Keys to Sydney's Success

The key to the success of the Sydney 2000 Olympic and Paralympic Games was the eventual operational integration of all Games service delivery agencies through a process of evolution. In particular it rested on the realisation that the Games today are so large and intricate that they can only be successfully achieved with the strong support of government, to provide infrastructure and essential services, and the input of sporting and Olympic experts, to provide detailed knowledge of the needs of athletes and officials. Further, while each of the key agencies OCA, SOCOG and ORTA had certain specific responsibilities, they were integrated at the operational level of delivering the Games. In practice they functioned as one team.

The development of the Sydney 2000 integrated model of organisation reflected two recurring themes in Sydney's Games preparations – the role of the sporting community and the role of government. From early on, the support of both the Olympic Movement in Australia and government were necessary for the success of the Sydney 2000 Olympic Games.

Without the full support of the AOC, Sydney would not have been able to enter a bid for the Games. Without the skill and knowledge of the AOC in regard to both the technical

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requirements of an Olympic Games and the Olympic Movement in general, it is doubtful if Sydney would have won the right to host the Games.

Throughout the history of planning for the project, Sydney 2000 was able to draw on the AOC's lengthy and in-depth experience across many areas of the Games task to meet the needs of the athletes of the world. The aim of the AOC's close and ongoing involvement with Olympic agencies was to assist with the planning and development of systems and procedures for the benefit of all the teams and athletes participating in Sydney.

The ultimate outcome of the expert input from the AOC was the creation of the SOCOG Sports Commission under John Coates' chairmanship. The Sports Commission, which was unique to the Sydney Games, played the lead role in ensuring that the needs of the athletes and sporting officials were at the forefront of every aspect of Games planning.

For an Olympic Games to be a success in a country with as small a population as Australia it is necessary to be able to mobilise both people and resources for the Games task. In particular, services such as transport and security, and managing the impact of the Games on the city as a whole, which are the responsibilities of government, can only be managed by government. Further, in any country the Games would not be possible without the receipt of governmental concessions, assistance, commercial guarantees and legislative support. The Sydney Bid undertakings additionally committed

the NSW Government to underwriting the cost of the Games and overseeing construction of all Olympic venues.

In the Sydney context it became clear that the only way to deliver what were not just support services, but rather essential facets of the Games task, was through the strong involvement of government agencies and departments in the organisational process. Rather than relying on fragmented support, it became obvious that government support could best be provided in a coordinated manner through a single body, which resulted in the creation of the OCA.

The role that OCA played in building the facilities, coordinating other support services and overseeing Olympic budgets meant that over time it developed a great understanding of the actual operation of Olympic venues. This led to the obvious need for close integration between OCA and SOCOG when the time actually came to deliver the Games themselves. Similar considerations applied to the roles of ORTA and OSCC.

The integrated Sydney 2000 team that finally staged the Games in September 2000 was a logical outcome of the arrangements that had been entered into at the time of the bid, although the nature of the organisations, the functions of each and the role of individuals within them changed dramatically over time. In the final analysis it was the unique integration of Olympic agencies with sporting, government and private sector expertise that drove the process that ensured Sydney's Games were an outstanding success.

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18. All Games planning and operational efforts paid off in the eyes of the competing athletes, who enjoyed a well-organised and friendly Games

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MARK DADSWELL/SPORT



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The SOCOG Board established a number of commissions, committees and sub-committees to assist it in its work and to give more detailed direction to issues of importance in Games planning.

Major commissions included:

- Sports Commission
- Sydney Olympic Broadcasting Organisation (SOBO): This was the governing body for SOBO's role as host broadcaster of the 2000 Olympic Games. SOBO had its own Board, charter and budget but regularly reported on its actions to the full SOCOG Board
- Cultural Commission: This body had the role of liaising between the SOCOG Board and management in relation to the cultural program and the visual image of the Games, including overseeing the development and implementation of cultural events and Olympic Arts Festivals and working closely with various programs regarding the visual image of the Games at venues, and staff and volunteers' uniforms and signage.

In order to mobilise support from the entire population of Australia for the Sydney 2000 Olympic Games, SOCOG established important committees to ensure that the country's diverse community participated fully in the preparation and staging of the Games. In the main the membership of these committees was drawn from the wider Australian community:

- Multicultural Advisory Committee: Established to ensure that preparation and staging of the Sydney 2000 Olympic Games reflected Australia's culturally diverse society. Membership of the Committee comprised representatives from a number of Australia's main ethnic groups
- National Indigenous Advisory Committee: Provided advice on the implementation of SOCOG's Aboriginal and Torres Strait Islander initiatives. This committee worked closely with SOCOG's indigenous program to ensure due weight was given to indigenous issues in all aspects of planning for the Games. The committee was made up of a number of eminent indigenous Australians

- Volunteer Advisory Committee: Established to provide advice on the strategic direction and operational implementation of SOCOG's Volunteer Program. Its membership was drawn from a cross-section of community organisations involved in volunteering activities
- Consumer Protection Advisory Committee: Made up of consumer representatives and advocates, this committee was established following SOCOG's ticketing problems in 1999 to provide a consumer protection focus on ticketing.

A number of other committees established by the Board comprising Board Members and SOCOG staff, were tasked with providing oversight of significant areas of SOCOG's operations. These permanent committees included:

- Finance Committee: Assisted in establishing and monitoring financial policies implemented by SOCOG management and in reviewing the development and implementation of SOCOG financial budgets
- Audit Committee: Established to oversee and enhance the integrity of the financial reporting processes of SOCOG
- Torch Relay Committee: The role of this committee was to oversee the development and implementation of the torch relay's scope, policies and key dimensions.

From time-to-time the Board established sub-committees to investigate and report to the Board on particular issues and specialist areas relating to the Games. Often these sub-committees would exist only for a limited time. They included: Ceremonies, Ticketing, Olympic Club, Games Priorities, SOCOG/Sydney Paralympic Organising Committee (SPOC) Working Group, Marketing, Human Resources, Sydney Olympic Park and Accommodation.

During the actual period of Olympic Games competition (from 15 September 2000 to 1 October 2000), formal delegated authority of the SOCOG Board was vested in the Games Time Commission of the Board, comprising the SOCOG President and Senior Vice-President. The Games Coordination Group (GCOG) was the primary mechanism to facilitate coordinated decision making in this period.

3. Senior appointments to SOCOG in 1996 included Jim Sloman, Sandy Hollway and John Quayle

4. The Sports Commission was responsible, among other things, for policy and budgetary decisions in the sport equipment area



MICHAEL AMENDOLIANE/SPRAX



SHAUN BOTTELL/ALLSPORT

SOCOG Sports Commission

The Sports Commission was a permanent commission of the SOCOG Board made up of representatives from the IOC and the AOC, it also included a former Australian Minister for Sport. This powerful commission with its strong blend of Olympic and sporting knowledge was a unique aspect of Sydney's organising structure. The Sports Commission was a permanent commission whose functions could not be altered and which could not be abolished by the Board, unless the decision to do so was supported by both the President of SOCOG and the President of the AOC.

The members of the SOCOG Sports Commission were:
John Coates President of the AOC and Chairperson of Sports Commission

- Craig McLatchey Secretary General of the AOC
- Kevan Gosper Senior Member of the IOC in Australia
- Graham Richardson SOCOG Board Member and former Australian Minister for Sport and
- Jim Sloman Deputy CEO of SOCOG.

Sports Commission meetings were also attended by OCA's Director of Construction and Deputy Director-General, Bob Leece.

After changes to the SOCOG Board structure were made in late 1996, former SOCOG Board Member Graham Lovett was appointed to the Sports Commission as a full member. Mr Lovett had played a key role in Sydney's Olympic Bid and had a long history of involvement with Australian sport. Sadly, Mr Lovett passed away in 1999.

The Sports Commission had budgetary and policy responsibility (within the specific budget allocations approved by the SOCOG Board) for sport-specific programs. The Sports Commission had input into the sport related functions of SOCOG as well. In addition, the SOCOG Sports Commission appointed a Villages Advisory Committee (SVAC) to advise the Commission on the concerns of the athletes and any potential contingencies affecting the Olympic Village. This committee included representatives of athletes who had competed at an Olympic Games.

The Sports Commission had budgetary and policy responsibility for the following sport-specific programs: Sports Operations, Sport Competition (including test events and pre-Games Training); International Federation (IF) Relations; Games Scheduling; National Olympic Committee (NOC) Relations (including NOC Support Grants); Sports Equipment; Freight (canoes, rowing shells, yachts and horses); IOC Sport Relations including in respect of the IOC Coordination Commission, Association of Summer Olympic International Federations (ASOIF), General Assembly of International Sport Federations (GAISF), Association of National Olympic Committees (ANOC) and Oceania National Olympic Committees (ONOC).

The Sports Commission also had responsibility in ensuring that SOCOG's sport-related programs met the requirements of sport in the various SOCOG program areas. These sport related functions included; Villages, Medical, Transport, Accreditation, Security and Ceremonies (all in respect of athletes and officials); Human Resources in respect of sports competition volunteers; Marketing in respect to test events, sporting equipment value-in-kind (VIK) and sports publications; Facilities in respect of field of play, training and warm-up facilities; Accommodation in respect of athletes and officials for test events and Rotary Home Stay Program; Technology in respect of field of play, scoring and timing, Results and athlete information systems and Sydney Olympic Broadcasting Organisation (SOBO) in respect of field of play and athlete press conferences.

The Sports Commission played the most significant role in ensuring that the sporting aspects of the Sydney 2000 Olympic Games were a success. It provided key oversight of all the aspects of Games planning that could affect the athletes and the sporting contest, a role that reflected the Bid commitment to these Games as the 'Athletes Games'.

The Sports Commission was assisted in its role by the SOCOG Sports Division for which it had responsibility. On average the Sports Commission met once per month. Its decisions and minutes of its meetings were sent to the full SOCOG Board for information.

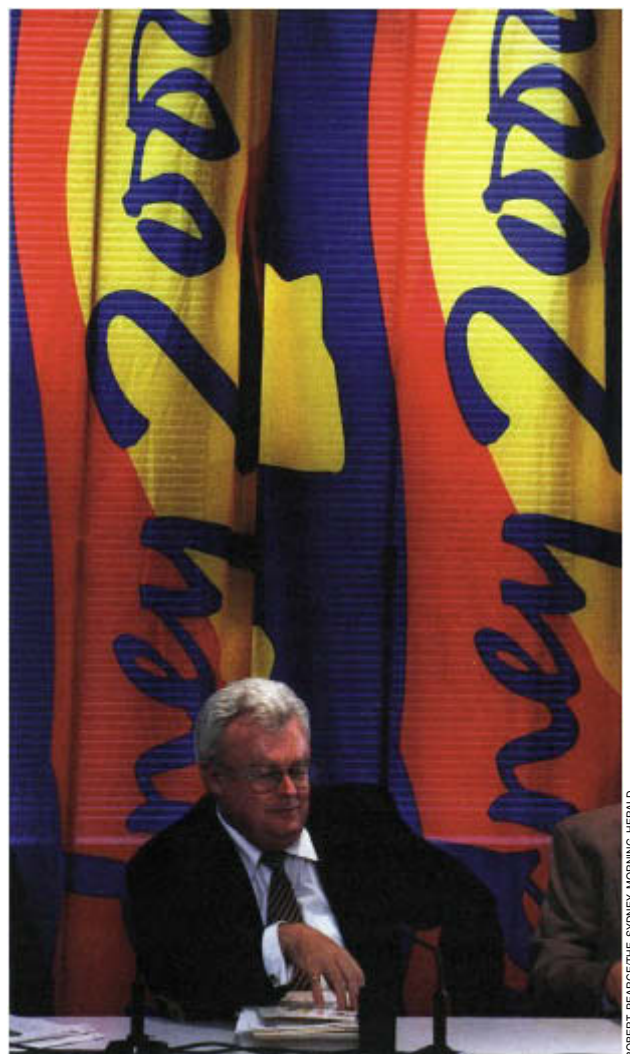
The Sports Commission was responsible for appointing the Mayor of the Olympic Village and the two Deputy Mayors. As Mayor, the Sports Commission chose one of its own members, Mr Graham Richardson, also a SOCOG Board Member and a former Australian Minister for Sport. The Deputy Mayor and Director of Village Protocol was Ms Sallyanne Atkinson Chair of Brisbane's unsuccessful 1992 Olympic Bid, who had detailed understanding of protocol issues. The Deputy Mayor and Director of Chef de Mission Support and Relations was Mr Julius Patching former AOC President and Chef de Mission of a number of Australian Olympic Teams.

The Sports Commission also formed ad hoc working groups such as the Competition Schedule Working Group, which provided advice on aspects of Games-wide planning affected by the formulation of the Competition Schedule, and the Sports Equipment Working Group, which provided advice on all matters relating to sports equipment, including recommendations on suppliers and appropriate procedures for identifying and procuring equipment.

Olympic Co-Ordination Authority

The Olympic Co-ordination Authority (OCA) was a NSW Government statutory authority responsible to the Minister for the Olympics.

It's primary task was to deliver sporting facilities for use during the Olympic and Paralympic Games that also met the long-



ROBERT PEARCE/THE SYDNEY MORNING HERALD

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5. Graham Richardson was appointed as mayor of the Olympic Village by SOCOG's Sports Commission

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6 and 7. The construction of venues was the responsibility of the Olympic Co-Ordination Authority. Foremost attention was paid to long-term benefits, environmental initiatives and positive relationships with local communities

term social, cultural and sporting requirements of the people of New South Wales. OCA was responsible for the orderly and economic planning, urban development and management of the Homebush Bay development area that includes Sydney Olympic Park.

To ensure a whole-of-government approach, OCA coordinated and reported on all aspects of the NSW Government's involvement in Games projects. OCA was also responsible for administering agreements between the NSW Government, SOCOG and the SPOC.

The objectives of OCA were to:

- coordinate a whole-of-government response within the state of New South Wales to the requirements of the Sydney 2000 Olympic and Paralympic Games
- provide an Olympic environment that responded to community as well as to national and international focus and expectations

- provide for a sustainable and environmentally sensitive approach to the development and construction of venues and facilities to be used for the Sydney 2000 Olympic and Paralympic Games and over the long term
- ensure processes were in place to minimise any adverse social effects or disadvantage to the community from the Games, particularly in the areas of housing, transport and other social facilities
- maximise value to government and the community through private sector participation in the construction of the venues and facilities
- develop systems to maintain and manage the Olympic facilities as long-term assets for the community
- achieve the goals and objectives of the Authority within specified times and budgets and with minimum impact on the finances of New South Wales
- act at all times with the highest standards of professional and ethical behaviour and satisfy public expectations of probity and accountability in the delivery of OCA's functions and services.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

As a government department OCA reported directly to the Minister for the Olympics. The OCA was headed up by Director-General David Richmond, who over time became Director-General of the whole Sydney 2000 operation.

OCA's initial structure comprised the four divisions which reported directly to the Director-General – Construction, Environment Planning & Estate Management, Community & Government Relations, and Finance.

However, OCA's management culture was flexible, to allow it to meet evolving priorities and responsibilities. Over the course of the five years preceding the Games its focus evolved from venue construction to venue fitout and from a planning to an operational role.



DEPARTMENT OF PUBLIC WORKS AND SERVICES

At the time of the Games OCA comprised the divisions of Development, Operations, and Finance & Corporate Services.

Key OCA Areas of Operation

Development and Construction

The key component of OCA's task was the construction of all permanent and temporary Olympic facilities along with providing the fitout of all Olympic venues and facilities.

OCA managed a construction program worth approximately A\$3.3 billion. The work was funded by a number of sources, including the private sector, A\$1.1 billion, Commonwealth Government grants, A\$175 million, contributions from SOCOG, A\$303 million, and local governments, A\$38 million; the sale of surplus properties and investment income earned by OCA provided a further A\$67 million. The balance of funding, A\$1.64 billion, was derived directly from the NSW State Government annual appropriations.

OCA was thus responsible for the construction of the following permanent or temporary facilities: the Olympic Stadium, the Sydney Showground (which was home to seven Olympic sports and the Main Press Centre), the New South Wales Tennis Centre, the Sydney SuperDome, the State Hockey

Centre, Sydney International Archery Park, the Dunc Gray Velodrome, the Sydney International Equestrian Centre, the Penrith Whitewater Stadium, the Sydney International Regatta Centre, the Blacktown Olympic Centre, the Sydney International Shooting Centre, the Ryde Aquatic Centre, the Beach Volleyball Stadium, the Rushcutters Bay Marina, the Olympic Park Railway Station, the Olympic Village, and the Novotel Hotel and Hotel Ibis at Homebush Bay.

OCA was required to work with SOCOG to develop strategies and design, scope and cost Games overlay works. It was also required to manage the delivery of Games overlay for over 30 competition venues, 15-20 non-competition venues, over 100 general non-competition venues and facilities and more than 30 training venues.

OCA was also responsible for the Olympic overlay works and fitout for: The Sydney International Aquatic Centre, the Homebush Accreditation and Arrivals Centre, Darling Harbour (containing venues for six Olympic sports), the International Broadcast Centre (IBC), the MPC, the Mountain Bike Course, the Olympic Family Hotels, the Marathon, Triathlon and Road Cycling courses, the Sydney Football Stadium, the Regents Park Olympic Support Venue, the Media Village, Sydney Airports Olympic overlay, the temporary Water Police Base, six Olympic Live sites, Sydney Olympic Park Common Domain, the Millennium Marquee, and the Uniform Distribution and Accreditation Centre (UDAC). In many cases OCA was also responsible for locating and procuring the venue for fitout.

OCA was also responsible for the construction of new road and rail links at Homebush Bay, the new ferry wharf, water-cycle infrastructure designed to recycle water, and the relocation underground of power lines at Homebush Bay.

Environmental Initiatives

In fulfilling its construction and development tasks OCA was required to give effect to the environmental guidelines for the Games and to ensure that all development work was undertaken in an environmentally sensitive manner. All construction work undertaken for the Games was based on ecologically sustainable development principles, and measures were put in place for waste management.

The Environmental Guidelines for the Olympic Summer Games were recognised by the NSW Parliament and OCA was required under its Act to consider their consistency with any proposed development.

At the centrepiece of the environment program was the full remediation of the major Olympic site at Homebush Bay. Homebush Bay, previously the location for abattoirs, factories and an industrial dump, has been transformed into one of the world's great sporting and recreational parks through one of the most extensive remediation projects in Australian history.

Key environmental innovations included:

- development of the 450 ha Millennium Parklands, which will eventually include 40 km of pedestrian and cycle trails
- planting 100 000 shrubs and 7000 trees at Homebush Bay

- building of the largest solar-powered suburb in the world by use of photovoltaic cells on all permanent houses in the Olympic Village
- no PCBs were used in developments and the use of PVC was minimised
- introduction of the use of recycled and purified water for toilet flushing and landscape watering
- extensive use of natural light and natural ventilation in building design
- protection of native flora and fauna including the preservation of the rare Green and Golden Bell Frog
- extensive use of recycled building material.

These initiatives resulted in major environmental achievements including a reduction in greenhouse gas emissions by about 10 000 tonnes a year compared to similar facilities. In addition these measures ensure that around 500 million litres of water a year will be saved from Sydney's main supply; over 2.9 million kgs of building waste were recycled, during construction/renovation.

Operations

OCA played a major coordination role in ensuring the efficient operation of Homebush Bay and other Games sites, working closely with venue and facility operators to ensure smooth day-to-day operation on an ongoing basis.

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8. The work of the Olympic Co-ordination Authority transformed Homebush Bay from a degraded site to an environmental showplace. Care was taken to preserve existing fauna and flora, and trees were unearthed, stored and then re-planted at Sydney Olympic Park



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One of OCA's key roles was to coordinate the operational aspects of the Homebush Bay site during major events in the lead up to the Olympic and Paralympic Games. For instance, OCA was responsible for providing operational oversight of the precinct during the Royal Easter Show, the largest annual event in New South Wales, attended by approximately one million people every year.

OCA was also responsible for the operational management of Homebush Bay during major sporting events at the various venues prior to the Games. These events, although not officially part of the Sydney 2000 test event program provided significant tests of the venues and of the precinct itself in terms of crowd management, safety and transport issues. Several important matches in Australia's various football codes were held in the Olympic Stadium in front of crowds of over 100 000 people, for example.

Through its extensive knowledge of the site OCA played an active role with other Sydney 2000 organisations in developing 'concepts of operations' for Sydney Olympic Park, and used this knowledge to the benefit of operations at all other venues. These plans dealt with issues such as transport management, crowd management, access, parking and security.

Following major changes to the delivery of Olympic services in January 2000, OCA played the leading role in a number of venue operational matters such as environment operations, spectator services, and catering, cleaning and waste management. OCA

executives played key roles in Sydney 2000's Main Operations Centre during both the Olympic and Paralympic Games.

At Games-time OCA also played the lead role in management of the areas surrounding the venues, called the Common Domain, at Sydney Olympic Park. This included such things as preparing plans for, and managing, pedestrian flows and capacities, staffing and training of the Games workforce and development of spectator management strategies and guidelines.

OCA was also integral to the development of operational plans and procedures for integrated media and communications and for the development of the Sydney Media Centre, the main facility for non-accredited media to access Games-time information.

Also, OCA was responsible for the ongoing maintenance, operational responsibilities and management of the NSW Government's assets at Homebush Bay and at other sites.

As an adjunct to its operational role the OCA was also tasked with implementing the provisions of the *Homebush Bay Operations Act 1999*.

This *Act* recognised the fact that OCA was the major landowner and manager at Homebush Bay and needed to be granted special powers over site management that would allow it to affectively exercise jurisdiction over what was a large land area.



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9. The Rugby League Grand Final held at Stadium Australia was a big test of the new Olympic venue, the transport system as well as crowd management and security operations

10. Managing the Common Domain at Sydney Olympic Park was a major task for the Olympic Co-ordination Authority at Games-time



SCOTT BARBOUR/ALLSPORT

The *Homebush Bay Operations Act* granted OCA powers equivalent to those of a local government authority, including powers to control the behaviour of people on site, and the ability to film in public areas, and also gave OCA the powers of a roads authority in the Homebush Bay development area.

OCA was also responsible for the implementation of a range of provisions of the *Olympic Arrangements Act 2000*. This Act was a temporary legislative measure to make changes to legislation applying in September and October 2000 to meet the operating requirements of the Olympic and Paralympic Games.

Some of the key areas of the Act included 24-hour operation of bus depots; revised delivery schedules in the city's central business district; restrictions on street vending near Olympic venues; control of transport nodes and Olympic Live Sites; control of outdoor advertising and airspace.

Urban Domain Planning

OCA was the lead agency in planning for the operational impacts of the Olympic Games on those areas of Sydney city outside the Olympic venues. In particular, along with the Sydney City Council, OCA played the lead role in ensuring that despite the huge crowds gathered in the CBD the city could still function as normal. The preparation of integrated operational plans to manage the impact of the Games on the wider city and the provision of funds needed to implement these plans set new standards for these activities.

In terms of the CBD, OCA was responsible for the development, implementation and management of the Olympic Live Sites and city GamesInfo Booths. Six Olympic Live Sites were established around the CBD as natural gathering places for crowds and to provide entertainment and live big screen coverage of Olympic events so that they could enjoy the Olympic atmosphere. The GamesInfo Booths were computer terminals that supplied useful Games-related information.

OCA also had a key role in liaising with local councils and government authorities to help mitigate the effects of the Games in their areas.

Government Coordination

As its name would suggest the OCA was responsible for coordinating the input of other government agencies into Games planning and operations. To effect this role OCA brought together the various agencies through a series of Memorandum of Understandings (MOU) between OCA, SOCOG and the relevant agency (e.g. Health, Transport, Security, Waterways) and through a managed budget process with Olympic allocations being reviewed and monitored by OCA after approval by the NSW Cabinet.

Key coordination mechanisms included:

Social Impacts Advisory Committee: provided advice and recommendations on appropriate strategies and actions relating to the assessment and management of social impacts of the Games.



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STEVEN SIEWERT/SYDNEY MORNING HERALD

Access Advisory Committee: provide recommendations and advice on strategies and actions to ensure all facilities were accessible to people with disabilities.

Protocol Working Group: developed systems and procedures that provided a coordinated approach to meeting the needs and requirements of dignitaries visiting Australia in connection with the Olympic and Paralympic Games.

Names Advisory Committee: provided recommendations and advice on the naming of public places, streets and roads at Homebush Bay and at other Olympic venues in western Sydney.

Olympic Security Working Committee: responsible for the executive coordination of a totally integrated security operation for the Games.

Olympic Health and Medical Working Committee: responsible for reviewing integrated planning undertaken by SOCOG, SPOC, New South Wales Health Department and other external agencies in the delivery of the health and medical program for the Games.

Central Sydney Planning & Operations Committee: responsible for planning of operations of Central Sydney during the Games.

Olympic Waterways Working Committee: addressed matters relating to the strategic and operational impact on Sydney Harbour of the Olympic Sailing regatta, the hotel ships and other visiting vessels and all on-water transport.

In addition to the above coordination aspects of its role, OCA was responsible for finalising negotiations and monitoring the

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11. Helped by the Names Advisory Committee, streets at Sydney Olympic Park were named after Australian Olympians and Paralympians
12. Beyond the construction of venues, impacts of the Olympic Games on the urban domain needed to be planned. This included liaison and negotiations with local government and communities

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13. As with other Games areas, volunteers were at the heart of the transport operations

14. Organising the massive bus transport operation for the Games included hiring thousands of private buses, so all Olympic venues could be serviced

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MOU with the Australian Federal Government for the provision of services by federal government departments and agencies to SOCOG and SPOC and developing a framework for the management of diverse issues such as airspace control and outdoor advertising.

Olympic Roads and Transport Authority

Following a review by the Director-General, OCA at the request of the Minister for the Olympics to determine a suitable mechanism to manage Olympic transport, ORTA was established in April 1997 by the NSW Government. Its function was to ensure coordinated planning and delivery of integrated road and transport services for the Sydney 2000 Olympic and Paralympic Games.

Prior to the formation of ORTA the SOCOG Transport Program had been responsible for providing an efficient transport system for spectators, the Olympic Family and the Olympic workforce during the Games.

The program's aims were: to determine the scope and proposed method of delivery of specified transport services; to define and monitor the service levels required for members of the Olympic Family; to ensure that contracting agencies provided safe, secure and timely transport services for the Olympic Family, giving priority to athletes, and to coordinate Olympic aviation and airport transport arrangements.

Early budget estimates of the cost of Olympic transport, prepared by Sydney Olympics 2000 Bid Ltd (SOBL) and in the early stages of the Transport Program, proved to be much less than the actual Games-time costs.

An Olympic Transport Working Committee (OTWC) was established in early 1995. The Committee had advisory status only, with no statutory authority or responsibility. It assisted SOCOG, the New South Wales Department of Transport and other government organisations with the development of transport plans for both the Olympic and Paralympic Games. Tasks included an analysis of operational needs at Sydney Olympic Park, an integrated ticket scoping study, environmental benchmarking, route planning, rail simulation studies and crowd level issues.

The committee considered the first draft of Transport Operational Plans for the Olympic Family, Spectators and Support Services in July 1995. A Bus Operations Plan was prepared in July 1996 by a sub-group of the committee and formed the basis for a subsequent review of the transport budget.

A significant issue for Sydney 2000 was the need to understand the dimensions of the transport project and the process for determining its scope. There are long lead times associated with the provision and upgrading of public transport infrastructure. Rail and bus terminals, road and signage improvements, timetables, park and ride operations, and transport depots need to be planned, budgeted, constructed and tested within a tight time frame.

Following the lessons of the Atlanta 1996 Olympic Games, an Olympic Transport Summit sponsored by the NSW Government was held on 11 September 1996, involving key ministers and representatives of SOCOG, OCA, New South Wales Department of Transport, New South Wales Roads & Traffic Authority (RTA), Bus & Coach Association of New South Wales, NSW Police Service, AOC, and State & Emergency Services.

At this summit it was agreed that a proposal paper on future Olympic transport planning and management arrangements should be developed by OCA for presentation to the Olympic Sub-Committee of the NSW Government's Cabinet.

The result of that paper was the creation of ORTA, which brought together under one umbrella Olympic accountability and government authority for the coordination of all aspects of transport in the host city. This was the first time in recent Olympic history that a special purpose single agency had been given this broad responsibility.

Under legislation introduced in 1998, ORTA became the responsible authority for ensuring the coordinated planning and delivery of integrated transport services for the Olympic and Paralympic Games and for major events leading up to the Games.

In a related agreement ORTA was to provide, in accordance with specifications determined by SOCOG and SPOC, the delivery of transport services for Olympic and Paralympic Family Members, including athletes, officials, accredited media, workforce and paid, volunteer and contract staff.

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A significant advantage of outsourcing these functions to ORTA was the authority's ability as a government body to manage the significant regulatory, political and financial risks associated with the provision of transport services for the Games.

ORTA's *Olympic Games Transport Strategic Plan* identified its mission as: "To provide the best possible transport for the Olympic Games, while minimising the impact on the people of Sydney." ORTA's specific objectives were defined as:

- coordinating and managing the delivery of safe, secure and on-time transport services for the Olympic Family, giving priority to the athletes
- providing reliable public transport to competition venues for Olympic spectators
- enabling the Sydney community to function during the Olympic Games
- effectively managing the traffic and transport network to minimise the impact of incidents on the delivery of all transport services during the Olympic Games
- delivering cost-effective services for the Olympic Games.

ORTA had two clients – SOCOG for the delivery of Olympic Family transport and the NSW Government for transportation of spectators, sightseers and the general public going about their usual business.

Existing transport agencies such as the Roads and Traffic Authority (RTA), State Rail Authority (SRA) and State Transit Authority (STA), along with private service providers Bus 2000 and Coach 2000, delivered transport outcomes in response to ORTA's plans and specifications.

ORTA Structure

As a government authority ORTA reported directly to the Minister for the Olympics and operated under the *Olympic Roads and Transport Authority Act 1998*. ORTA also had powers under the *Olympic Arrangements Act 2000* and under

regulations made for the Games period under the *Road Transport (General) Act 1999* and the *Road Transport (Safety and Traffic Management) Act 1999*.

ORTA had an advisory Board which met once a month to oversee its operations.

The Board's functions were:

- to assist the CEO in planning, coordinating and providing integrated road and transport services for special events
- to provide advice to the CEO in relation to: overall SOCOG and government planning for the Olympic and Paralympic Games; matters concerning special events that impact on the planning, coordination and provision of integrated road and transport services for those events, and matters referred to it by the CEO
- to provide advice on matters raised by other Board members.

The Members of the ORTA Advisory Board in 1999-2000 were: Director-General of the OCA (Chair), CEO of SOCOG, CEO of ORTA, Director-General of NSW Department of Transport, Chief Executive of NSW RTA, and a representative of the NSW Commissioner of Police.

The day-to-day operations and planning of ORTA were overseen by a CEO. From its formation in 1997 until mid-1999 the position of CEO, held by Mr Ron Christie, was part time, as he also held the position of Chief Executive of the RTA. When Sydney's general rail system proved to be experiencing problems in the months leading up to the Games in 2000, Mr Ron Christie was appointed Coordinator-General of the whole rail system.

His replacement as CEO was Mr Bob Leece, who also held the position of Deputy Director-General OCA. He was in charge of the Olympic construction program and was also responsible for overseeing the operations of the CBD of Sydney during the Games. A General Manager worked under the CEO.

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15. David Richmond, Anita DeFrantz, IOC Vice President and Ron Christie test the Olympic transport system a few months before the Games kick off

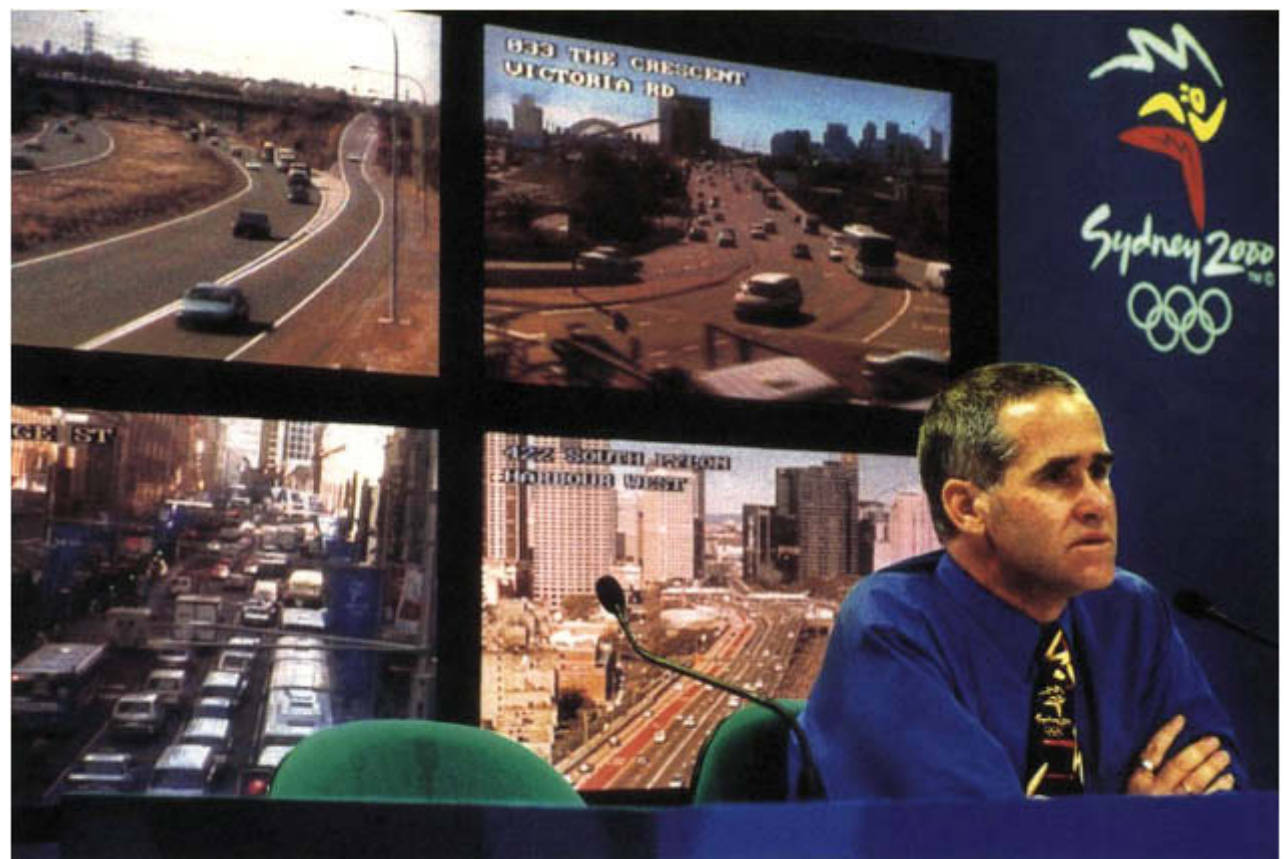
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ORTA consisted of a number of Directorates that were responsible for the transport planning task. The Directorates responsibilities were:

Business Management: financial management, human resources, operational resources, training, rostering accreditation, technology, property management and risk management

Strategic Planning: strategic plans and programs, demand estimation, market research, legislation and legal services, test event evaluation, contingency planning, ticketing policy, Technical Operations Centre specification, and project management of Paralympic transport policy and planning

Transit Services: traffic management, rail planning, bus network services, fleet management, volunteer recruitment, venue transport support, airport ground transport, Olympic Village transport, torch relay support and the vehicle access and parking permit scheme

Corporate Affairs: media liaison, issues management, public affairs, government relations and corporate communication and publications

Strategic Communications: advertising, Olympic Movement publications, spectator information, business and community consultation, call centre and internet services and workforce and training publications.

ORTA had approximately 180 permanent staff at the time of the Olympic and Paralympic Games and was assisted in the transport task by approximately 4000 suppliers and 9000 transport-specific volunteers.

Key Linkages

Although it provided some services directly (e.g. Olympic fleet services and venue transport support), ORTA's primary role was to coordinate existing government transport agencies and private sector providers. This meant that ORTA was required to have an ongoing relationship with a number of key groups in the area of transport provision, in particular ORTA with existing transport agencies such as the RTA, the SRA and STA, along with private service providers Bus 2000 and Coach 2000.

In ensuring the cooperation of these agencies, legislation, initially the *ORTA Act* and subsequently the *Olympic Arrangements Act*, was developed and implemented to provide ORTA with the necessary powers to carry out its planning and operational delivery functions, such as:

- declare transport areas for certain purposes. The *ORTA Act* defined ORTA's principal functions and powers. In addition it allowed the Minister for the Olympics to declare an area a 'transport area'. ORTA was permitted to direct a government agency to exercise, in a particular

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16. ORTA spokesperson Paul Willoughby provides a briefing at the Olympic Transport Operations Centre

17. Buses wait at Sydney Olympic Park on the first day of competition. Regional services linked many parts of Sydney to Olympic Park

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ANDREW MEARES/SYDNEY MORNING HERALD

lane, unlawfully parking in a special event clearway or special event parking area, using land for an illegal car park within 5 km of an Olympic venue, and contravening the CBD traffic management plan, were established with appropriate penalties.

The powers available to ORTA under the *Act* gave it the authority to fulfil the massive task of coordinating the state's existing transport authorities.

In order to meet the specifications of Olympic Family Transport ORTA was required to have an ongoing relationship with a considerable number of SOCOG's programs, particularly in the development of transport operational plans and in scoping the dimensions of the transport task. These areas included: IOC Relations and Protocol, Competition Managers, SOBO, Press Operations, Venue Management, Accommodation, Ticketing, Sports Competition Program, Security, and Accreditation.

Through these relationships SOCOG and ORTA were able to define the levels of service for Olympic Transport for accredited persons, athletes, officials, media, workforce and the Olympic Youth Camp.

In July 1998, SOCOG and ORTA agreed that SOCOG should pay a lump sum fee to cover ORTA's costs to plan and deliver transport services for spectators and Olympic and Paralympic Family members based on an integrated event ticket for transport on the Olympic network (bus and rail) and venue entry. The revised budget reflected more detailed knowledge and costing of the scope and complexity of the transport task, rather than any significant increase in the scope itself.

18. Transport needs for the Olympic Family were assessed and managed through a joint operation between SOCOG and the Olympic Roads and Transport Authority

19. Transport during the Sydney Games turned out to be a success story, pleasing visitors and Sydneysiders alike

- way, its powers in relation to transport, traffic or parking
- create special Olympic lanes. A vehicle could not be driven in an Olympic lane unless it was a public bus or taxi, police or emergency vehicle, or was displaying an official Olympic permit. Olympic lanes were only used on specific routes where three traffic lanes were available in that direction of travel
- direct government agencies in regard to traffic, transport and parking matters and provide a range of penalties in relation to specific traffic and parking offences. For example, the RTA at the direction of ORTA, made long-term and short-term road closures. A range of powers was established to enable vehicles to be towed away from Olympic lanes, Olympic routes, roads closed by ORTA, areas designated by signs, roads declared by ORTA and in the case of emergencies
- a range of offences including unlawful use of an Olympic

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BOB PETERS/OLYMPIC COORDINATION AUTHORITY





PREPARING FOR THE PARALYMPIC GAMES

Soon after Sydney won the right to stage the 2000 Olympic Games, the International Paralympic Committee (IPC) awarded Sydney the XI Paralympic Games, also to be staged in 2000. While these Games are separate from the Olympic Games and are reported on to the IPC, the close working relationship between the Sydney Paralympic Organising Committee (SPOC) and SOCOG in their planning warrants mention here.

The Paralympic Games are the elite competition for the world's top athletes with a disability. They are second only to the Olympic Games in terms of the number of nations competing. They were held in Sydney from 19 to 29 October 2000, shortly after the Olympic Games, and involved 3824 athletes from 122 countries plus independent athletes from East Timor, competing in 18 different sports. The Paralympic sporting program included: archery, athletics, wheelchair basketball, intellectually disabled basketball, boccia, cycling, equestrian, fencing, football, goalball, judo, powerlifting, rugby, sailing, shooting, swimming, table tennis, tennis, standing volleyball, sitting volleyball.

Fourteen of the 18 sports on the Paralympic program were conducted at Sydney Olympic Park, giving the Sydney 2000 Paralympic Games a central home and allowing arrangements which encouraged maximum attendance and enjoyment.

At the Closing Ceremony the President of the IPC, Dr Robert Steadward, proclaimed the Sydney 2000 Paralympic Games "the best Paralympic Games ever". He said "You have completed a perfect festival of sport and friendship. What a way to start the twenty-first century." Sydney's objective had been to set a new standard for these special Games, and it succeeded.

Ticket sales to the Sydney 2000 Paralympic Games broke all previous records, with over 1.1 million tickets sold. The Games involved Australia's biggest ever group travel operation, with about 360 000 people travelling to the venues in organised school and community groups. Staging such a major event and meeting the special needs of athletes with a disability so soon after the Olympic Games required a high level of planning and coordination.

The Paralympic Games were organised under the auspices of the SPOC, a public company limited by guarantee established by the NSW Government in January 1995, whose sole purpose was the organisation of the Paralympic Games. Overall responsibility for the Games lay with the Minister for the Olympics who was also a member of the company.

SPOC's vision was to inspire the world by successfully staging a Paralympic Games which set new standards in excellence to enable athletes to achieve their best performance.

The conduct and organisation of the Olympic and Paralympic Games required the mobilisation of the city's physical and social infrastructure. It required coordination and management of a wide range of public sector programs and resources at local, state and national level. It would not have been possible to stage an Olympic and Paralympic Games in a city like Sydney without the full support and active involvement of a large number of government entities.

The final structural arrangements put in place to organise both the Olympic and Paralympic Games were the result of nearly a decade of evolution, from the time of the Olympic Games bid until the start of the Games

SPOC was governed by a Board of Directors who had experience in the Paralympic Movement, sports administration, commerce and public life. The Board was representative of IPC, the Australian Paralympic Committee (APC), the Federal and NSW Governments and Australia's corporate sector.

Members of the SPOC Board, appointed in 1995 were: Dr John Grant President, John Ryan Vice-President, Dr John Bourke, Sarina Bratton, Graeme Dempster, George Dunstan, George Hart, Marie Little, Peter Trotter, Pam Tye, Bob McCullough, Donna Ritchie, Des Speakman and Dr Col Gellatly. Later in 1995, Lois Appleby, SPOC Chief Executive Officer, and David Richmond, Olympic Co-ordination Authority (OCA) Director-General, joined the Board. Changes over time resulted in several resignations and Sue-Ellen Lovett, Michael Mackellar, Greg Hartung and Sandy Hollway joining the Board.

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1. Wheelchair basketball in particular proved to be a crowd favourite, as Sydney's Paralympic Games broke all spectator records
2. The cauldron, re-ignited during the Paralympic opening ceremony, burns behind the Paralympic flag
3. An athlete trains at the Aquatics Centre. About 4000 athletes competed at the Sydney Paralympic Games, a far cry from the 400 in 1960



JAMIE SQUIRE/ALLSPORT

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SCOTT BARBOUR/ALLSPORT

4



SHANEY BALCOMBENNEWSPIX

The SPOC Board was assisted in its task by the establishment of a number of expert committees of Board members and SPOC staff, including: the Finance, Audit and Legal Committee, the Marketing and Communications Committee, the Sport and Operations Committee, the Paralympic Villages Advisory Committee, the Budget Priorities Group and the Ticketing Taskforce.

The budget to stage the Sydney 2000 Paralympic Games was A\$168 million. SPOC was financed through a combination of government grants, SOCOG funding, ticket revenue, sponsorships and TV rights. Both the Federal and NSW Governments contributed A\$35 million each towards the staging of the Paralympic Games.

Under the Host Contract, SPOC presented progress reports to the IPC on all matters related to the organisation of the Paralympic Games. In the two years leading up to the Games reports were presented quarterly. Members of the IPC visited Sydney several times before the Games, including the November 1997 General Assembly. From October 1998 the IPC Liaison Committee visited annually.

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SOCOG

While recognising that the Olympic and Paralympic Games had separate and unique identities, it was obvious that economies of scale and efficiency in operations could be achieved by combining many of the operations of both Games, in effect delivering a 60-day sporting festival including the transition period between the two Games. Combining this operational planning allowed this transition to be seamless and highly effective, unlike the experience at previous Games.

The Atlanta Olympic and Paralympic Games were organised by two separate agencies with very little contact. This created a duplication of effort by the Paralympic Games team in basically having to recreate the efforts of the Olympic organisers. With little cooperation between the two agencies, the ultimate result was a Paralympic Games that did not live up to the expectations of the athletes and the international Paralympic Movement. Following their observations of these Games, Dr John Grant, David Richmond and Minister Knight reached the conclusion that this type of arrangement was not appropriate for Sydney and that a cooperative approach would be adopted.

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ADAM PRETTYMALLSPORT

Both the Director General of OCA and the CEO of SOCOG were to serve on the SPOC Board to understand first-hand Paralympic requirements. SOCOG and the NSW Government would deliver the same level of services to the Paralympic Games and its athletes and officials as to the Olympic Games. Paralympians would receive the same quality of food, accommodation, transport and other services as Olympians, reflecting their status as elite athletes. At the same time, it was seen as essential that SPOC not be subsumed by the larger organisation and that the Paralympic Games have its own identity and capacity to address the specific needs of the Paralympic Movement. In effect SPOC would act as a quality control group, providing specific expertise particularly in the area of sport.

The Paralympic Games used the venues and facilities constructed by OCA for the Olympic Games, with a specific

Paralympic overlay. ORTA undertook Paralympic transport planning and operations just as it did for the Olympic Games.

To avoid duplication in functions and staff, and to achieve a seamless transition, SPOC contracted the delivery of a number of its important Games organisational functions to SOCOG via a MOU between the two organisations. Between June 1997 and December 1998, a SOCOG/SPOC Joint Working Group, including the CEOs of both Boards, operated to consider issues impacting on both Games and relating to integration.

Several Programs were classified as Paralympic Games Specific Programs and were supplied solely by SPOC. These were: Ceremonies, Communications, Legal Counsel, Finance, IPC Relations and Protocol, National Paralympic Committee (NPC) Services and Marketing.

Programs delivered by SOCOG and OCA were those that had a clear parallel in both Games and included: Accommodation, Accreditation, Catering, Cleaning and Waste, Command Control and Communication, Doping Control, Games Overlay, Language Services, Medical Care, Security, Sport Competition, Sport Policy and Operations, Sport Services, Ticket Operations, Venue Management, Village Operations, Press Operations, Technology, Uniforms, Volunteer Services, Consumer Products, Licensing and Concessions, General Marketing, Paralympic Arts Festival, Sponsorship, torch relay, Games-wide Logistics and Procurement.

SPOC and SOCOG had a joint marketing agreement, splitting sponsorship revenue where they had common sponsors.

Cooperation between SPOC, SOCOG and the other Olympic agencies continued in the Paralympic Operational Readiness Group (PORG), formed early in 2000. The focus of PORG was to ensure that all aspects of planning were in order in the lead-up to the Games.

The Sydney Paralympic Games were an outstanding success in every aspect and in many areas, such as athlete attendance, ticket sales, broadcast rights and merchandise sales, new ground was broken. Ticketing benefited from the introduction of a Day Pass, a concept never before offered at a Paralympic Games. The Day Pass was a virtual passport to the Sydney 2000 Paralympic Games as Sydney Olympic Park was the venue for 14 of the 18 sports, allowing people to see a wide variety of sports in the one location and get a complete Paralympic experience. The Day Pass ensured that the Sydney 2000 Paralympic Games were conducted in a very special atmosphere.

The variety of entertainment offered in the Sydney Olympic Park Common Domain, and the opportunity provided for Paralympic athletes to mix with spectators outside competition, promoted a festival environment which greatly enhanced the spectators' experience of Paralympic sport.

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JAMIE SQUIRE/ALLSPORT

4. Opposite page:
SOCOG's CEO, Sandy Hollway Paralympian Sandy Blythe and Olympian Gillian Rolton gather as Paul Anderson of the Broken Hill Proprietary Company hands over 1050 kg of silver for the Olympic and Paralympic medals. The close relationship between SOCOG and SPOC proved to be a fruitful collaboration
5. Lois Appleby, SPOC's CEO, is happy about the signing of a sponsorship deal with the Motor Accidents Authority
6. Members of the Australian women's wheelchair basketball team celebrate their silver medal. The Australian Paralympic athletes were widely known and their performances at the Games followed by a large audience
7. Lizzie, a frill-necked lizard, was the Paralympic mascot
8. When the Paralympic Games drew to a close, they left behind a legacy of understanding and tolerance not only for people with disabilities but also, in more general terms, in people's hearts and minds





2

VENUES AND SPORT





BUILDING THE GAMES

The onstage action during the Sydney 2000 Olympic Games created magic moments that made this the 'best Games ever' – but the story of Sydney 2000 is as much about how that magic was made. It is the story of building the right theatre in the right way at the right time, and in the right place. It is a story shaped not in a vacuum, but in the context of the political and legal institutions and processes developed by the end of Australia's first century as a federation. It is a story that starts long before the Games.

The Sydney 2000 story is about creating the physical means to make Olympic magic, of providing facilities and venues that served the immediate purpose perfectly – and which will continue to serve the communities and the companies whose investment they are. For the Games of the year 2000 the story also includes the challenge of meeting high standards of environmental protection. Because of the emphasis on the economic and environmental aspects, the story will not be over until the future value of these legacies can be assessed.

Seven hundred and sixty ha of land at the demographic and geographic heart of Sydney made up the Homebush Bay development area on the Parramatta River, a location with a chequered and colourful history. Indigenous Australians once frequented the margins of the river as hunters and gatherers of food while research suggests that Homebush Bay was a special meeting place for coastal and inland Aborigines.

At the coming of Europeans in 1788, the area consisted of extensive tidal wetlands and thick bush. By 1811 most of the land around Homebush Bay lay within two large estates: the Newington Estate and the Home Bush Estate of D'Arcy Wentworth, a notable early colonial surgeon. The site has been used since for many purposes: farming, a salt-boiling works, racecourse, abattoir, brickworks, armaments depot, asylum, hospital, school and prison.

Most of this land had been under State or Federal Government control since the early 1900s and for over 60 years during this period the low-lying mangrove swamps were progressively reclaimed and filled with a variety of materials.

The area was selected for renewal in the mid-1980s when the privately developed business park, the Australia Centre, was established at the site. This was followed by the opening of the State Sports Centre in 1984 and Bicentennial Park in 1988. Further development was originally planned to occur over a 10–15 year period, to be completed by 2010. However, the decision to use Homebush Bay as primary zone for the Olympic Games meant that by 2000 many international-standard sporting facilities would share the site with commercial, recreational and residential developments.

A full assessment of the values and constraints of the site was undertaken to allow development to occur alongside, and benefit from, the natural environment. From the start, its redevelopment posed the challenge of rehabilitation of large tracts of degraded land and integration of the natural and built environments.

Homebush Bay significantly retains remnants of its original vegetation and ecosystems in a unique setting at the heart of urban Sydney. The value of these ecosystems is recognised by their inclusion on the register of the National Estate. The protection of several species of wading birds that migrate to the wetlands is also recognised in international agreements with Japan and China.

The remnant eucalypt and casuarina woodlands and their associated fauna – a variety of mammals, reptiles, amphibians and birds – are also considered to be of national significance. The Homebush Bay wetlands form an essential link in the remaining coastal wetlands of Sydney, and are an important part of the New South Wales coastal corridor.

The construction story of the Sydney 2000 Olympic and Paralympic Games was dominated by two aims – the development of world-class sporting venues on a very constrained site and the protection of the natural environment.

It was the Government of NSW that had the responsibility for fulfilling these two aims, both as a result of the fact that it owned

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1. The world's largest mobile crane was used to place the roof arches for the Olympic Stadium
2. Sydney 2000 Director General, David Richmond, and NSW Government Architect Chris Johnson attend the opening of competition facilities at the Sydney International Regatta Centre in Penrith
3. Homebush Bay in 1996 is slowly transformed from an industrial site into an Olympic Park, ready to host the 2000 Games



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the land on which Olympic venues were to be built and because the Bid had committed it to building all Olympic venues.

The OCA was entrusted with the task of building most of the venues for the 28 Olympic sports and for turning the degraded wasteland that was Homebush Bay into a magnificent sporting and recreational precinct that would be used by the people of Sydney for generations to come.

The following issues emerged regarding the redevelopment of Homebush Bay:

- impacts of the Sydney 2000 Games on long-term planning strategy
- use of venues, facilities and infrastructure after the 2000 Olympic Games was over
- consistency with the *Environmental Guidelines* developed for the Summer Olympic Games, prepared by Sydney 2000 Bid Ltd
- arrangements and access for people with disabilities
- consistency with ecologically sustainable development, and
- the impact on heritage, conservation and Aboriginal sites of significance.

In 'building the Games' it also became clear that not only would the physical constraints of Homebush Bay and the other Olympic sites influence the construction of venues but the level of support infrastructure needed to successfully stage the Games was extremely high.

The sheer number of support facilities needed for the Games meant that a large proportion of the time of Olympic agencies

was spent acquiring property that could be useful as storage depots, carparks, bus depots – even up to properties for the International Broadcast Centre (IBC) and Media Village. While the Olympic venues garner all the publicity, the work put in to provide the physical platform (technology, power supplies, roads etc.), and the work done to acquire support bases, has just as much of an impact on the success or otherwise of a Games.

Infrastructure Development

One of the most critical decisions influencing the planning for the Sydney 2000 Olympic and Paralympic Games was the decision taken at the time of the bid and building on work done by successive NSW Governments to concentrate the majority of Olympic venues at one site.

Many of the critical decisions in Sydney's Games preparations reflected those imposed by the physical constraints of developing the one site. In particular it is easy to forget that the Homebush Bay site did not start out as a clean slate on which the OCA could build Sydney's dream venues but was an urban industrial wasteland that needed a high level of basic infrastructure development before any sporting venues could take shape.

Cleaning up the pollution, creating new roads and a new rail link, installing telecommunications and electricity services, all had to be undertaken to prepare the site for construction and to provide the support services essential to the functioning of venues during the Games.

The Bunning Report of 1973, commissioned by the NSW Government, had recognised the potential of urban renewal for Homebush Bay and incidentally identified the area as a potential Olympic site. After the report was received, work proceeded slowly on transforming the area into the commercial, recreational and residential precinct it had become by Games-time.

In the interim between the Bunning Report and the Olympic Bid the NSW Government had established the Homebush Bay Development Corporation to oversee the closure of the previous industrial uses of the site and to examine the way forward in development. A group of private developers joined together to form the Australia Centre which became the home of a business park.

Major development achievements in the years leading up to winning the Bid included the construction of the State Sports Centre opened in 1984 and the creation of Bicentennial Park, a major urban park along the shores and mangroves of Homebush Bay itself.

As part of its bid undertakings the NSW Government of Premier John Fahey had completed construction of two major facilities to be used during the Games, the Sydney International Athletic Centre and the Sydney International Aquatic Centre (SIAC), both opened in 1994.

By 1995, however, it had become obvious that the pace of planning for, and construction of, all Olympic venues, needed to increase.

4. Workers near Newington plant trees after the extensive remediation exercise at Homebush



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Masterplan

When the newly elected NSW Government of Premier Bob Carr assumed power in 1995 the first task it gave the body it had created to oversee Olympic construction and Olympic preparations coordination, the Olympic Co-ordination Authority (OCA), was to develop a masterplan for the Homebush Bay site. The lack of a clear masterplan for the site was impacting on the ability of any other planning or construction work to be undertaken at Homebush Bay.

Despite the work that had been done to that time, a key element was still missing, a coherent plan for the development of Homebush Bay that would advance all three complex planning aspects – creating a successful centre for the Sydney 2000 Games, addressing the environmental requirements, and ensuring development would create assets for the future.

This was a top priority for OCA from its inception, and eminent urban designers, economists, engineers and traffic integration experts were brought together to produce a masterplan for Homebush Bay. The masterplan determined the mixed uses of the site and the relationships between the various precincts.

Approved in February 1996, the masterplan concept involved four project elements and divided the site into four distinct precincts:

- an urban core of sporting, entertainment, exhibition and commercial sites. This precinct contained the majority of Sydney's Olympic venues
- the Newington urban district, which was the site of the Olympic Village for the Sydney 2000 Olympic and Paralympic Games and thereafter became a residential suburb for some 5000 people
- a major metropolitan park, known as the Millennium Parklands, providing several ecologically distinct areas, nature corridors, habitats and both active and passive recreational opportunities
- a waterfront development, which would provide public access to the shores of Homebush Bay itself, including a ferry wharf and the provision for private residential development.

Importantly, the masterplan provided the cornerstone for the development of Homebush Bay by setting out the location of each of the Olympic and Paralympic sporting venues, the location of roads and other essential infrastructure and design principles to guide construction.

The masterplan itself was a move away from the speculative designs that had been drawn up for the Homebush Bay site for the bid. The bid plans had called for the site to border Homebush Bay and be open to the waterway. In a more realistic understanding of the site and its constraints the masterplan moved the majority of venues back from the water.

Homebush Bay was not a greenfields site. In order for development to proceed OCA was faced with the need to negotiate the relocation of existing operations from the area. For instance, a small number of companies whose operations had originally been supported by the former abattoir were still on site and needed to be relocated before construction could



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begin. On behalf of the NSW Government OCA negotiated new commercial arrangements with these companies to secure the site for development.

Also having input into the evolving masterplan was OCA's Design Review Panel, which was chaired by the NSW Government Architect and contained some of Australia's leading architecture, design and heritage experts. The Design Review Panel provided advice to OCA on design and urban planning issues, ensuring high quality was achieved across all venues and the Common Domain, and that design elements across the site were complementary and visually and aesthetically pleasing.

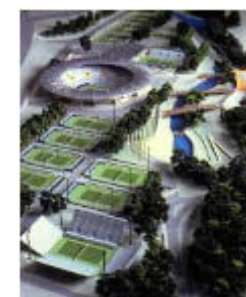
The masterplan was supported by a transport strategy which integrated heavy rail, bus, coach and ferry facilities and an extensive pedestrian and cycle network. In accordance with the Government's policy of providing only public transport to the site for spectators, priority was focused on a rail link with Sydney's main rail line, bus stands holding large numbers and ferries to a wharf on the Parramatta River.

Common Domain Planning

The Common Domain at Homebush Bay was the area surrounding and between the various Olympic venues. The comfort and easy movement of crowds was one of the most remarkable features of the Homebush Bay precinct. The large open spaces provide a powerful complement to the grand sporting and entertainment facilities, with accessible, spacious paths, tranquil parks and the magnificent Olympic Boulevard and Plaza.

The concepts for the open spaces at Homebush Bay built on the work undertaken for the masterplan and lessons learnt during construction and early operational phases of the precinct.

Lessons learned at the 1996 Atlanta Olympic Games led to the masterplan being modified in a number of ways. The



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5. The Homebush Bay masterplan

6. A model of the NSW Tennis Centre shows the complexity of the future venue

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revised Master Concept Design for the Public Domain released in February 1997 included: more green space within the central area of Homebush Bay and between venues; stronger connections between the central area and Millennium Park; a large central plaza space capable of accommodating large crowds; and a series of water features.

The need for greater space to allow circulation of Olympic crowds led to a decision to move the velodrome from Sydney Olympic Park to a different location in Sydney's western suburbs.

The centrepiece of the Common Domain, from both a practical and aesthetic perspective, is the Olympic Boulevard. Olympic Boulevard is Homebush Bay's 'main street', linking the major venues and transport facilities. It is 25 m from kerb to kerb and 1.5 km in length, heavily planted with trees. The border between the northern Boulevard and the Sydney Showground is marked with 82 fig trees, and to the south the Boulevard is lined majestically with 384 large hoop pines.

Surrounding the Boulevard and the Olympic Stadium is Olympic Plaza – a large open space designed specifically to cater for the large Olympic crowds. The Plaza is paved in a bold backgammon pattern of red and ochre.

Nineteen magnificent lighting towers line Olympic Plaza and the northern Boulevard. The striking towers, each 30 m tall,

are named after previous host cities of the Olympic Summer Games. They are fitted with solar cells that fed power back into Sydney's electricity grid during the Games.

The site as a whole contains many areas for rest and shade, with over 16 000 trees established around venues. A park to house spillover crowds called Overflow Park was established opposite the stadium, and also contained many trees. Ten mature Moreton Bay figs were transplanted to form Fig Grove, a place for peaceful and shady relaxation on the edge of Olympic Plaza.

During the Games the Common Domain played host to a number of other activities as well as being filled with vast Olympic crowds. Two major spectator drawcards were situated in the middle of Olympic Boulevard just south of the Aquatic Centre. On one side the Indigenous Arts and Cultural Centre showcased Australian indigenous art, and directly opposite was the Samsung Athlete Tent, where Olympians could meet their families, and which housed a huge video screen relaying Olympic broadcasts to the Common Domain crowds.

US broadcaster NBC TV established an open television studio just near Fig Grove.

A unique entry point developed for the Games at the southern end of the Homebush Bay precinct gave spectators a grand

7. Olympic Boulevard was designed to accommodate huge crowds. Up to 500 000 people would descend on Sydney Olympic Park during peak times



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sense of arrival. The Southern Threshold was formerly landfill, reshaped and revegetated to create a park-like atmosphere. The entry point also featured plaza paving and accommodated a bus interchange for the Games; large food courts and entertainment facilities were created to cater for the Olympic hordes.

In addition to the Southern Threshold, Games overlay work carried out at Homebush Bay included:

- Sarah Durack Avenue Overpass: While pedestrians walked along Olympic Boulevard between such venues as the Aquatic Centre and the Tennis Centre, vehicles passed overhead along the overpass
- Kevin Coombs Avenue Underpass: Vehicles used this underpass while spectators walked along a 25 m wide platform which enabled safe pedestrian access across Kevin Coombs Avenue at the northern end of Olympic Boulevard. As many as 150 000 people used this route during the Games to access the Northern Transport Terminal
- Overflow Park: This area was partly regraded and paved to be an entry court to both Olympic Boulevard and the Sydney Showground and to create an area for checking tickets. After the Games, it was restored as the central green space in Homebush Bay.

Regulatory Framework

In its development activity OCA was required to consult widely, having to take into account a multiplicity of constraints before carrying out a development. These included impacts on long-term planning strategy, use after the Olympic Games, consistency with environmental guidelines, arrangements and access for people with disabilities, consistency with ecologically sustainable development, and the impact on heritage conservation and Aboriginal sites of significance.

In order to meet these conditions OCA was subject to a number of regulatory conditions. The *OCA Act* established OCA as a building approvals authority that could grant approvals on both government land, e.g. the Showground development and the railway station and on private projects, e.g. Stadium Australia and the Olympic Village at Newington.

Because of the importance to the state of the Olympic Games and OCA projects, the NSW Government prepared a special State Environmental Planning Policy (SEPP 38) in relation to

these matters. Under SEPP 38 all development applications, whether submitted by, for or on behalf of OCA, were subject to the consent of the NSW Minister for Urban Affairs and Planning. The right of third parties to appeal against the development of Olympic projects was eliminated under this regulatory regime, preventing drawn-out objections to Olympic projects.

The tight time constraints on construction led to planning processes for these projects being streamlined, allowing development to occur in a much shorter time frame than would normally occur on such major projects. Subsequently, SEPP 38 was amended to allow the OCA Director-General to approve a wide range of Olympic overlay projects temporary works essential to the staging of the Games.

Remediation

Before any construction could begin on the Homebush site it had to be cleaned up. In the early 1990s, soil and water tests estimated there were 9 million cu m of domestic, commercial and industrial waste spread over 160 of the 760 ha of the site.

The remediation of Homebush Bay was the largest single land renewal exercise ever undertaken in Australia and one of the largest anywhere in the world. The significance of this remediation and Homebush Bay's transformation from an urban wasteland and dumping ground into a glittering jewel of sporting, recreational, residential and commercial development cannot be overestimated.

The strategies for remediation not only dealt with the contaminated soils, but also maximised the total area of land that could be developed. Remedial measures involved containment of waste within specially constructed and lined secure landfills on the site itself.



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8. Extensive overlay work was required at the Southern Expo site in Sydney Olympic Park, where more than 100 000 people gathered to watch televised Games action on giant screens

9. Overhead powerlines at Homebush Bay were dismantled and replaced by underground cables. Apart from improving the appearance of the site, their removal allowed access to an extra 10 ha of land

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10. Fig trees bound for Homebush Bay: nurtured for 10 to 15 years, the trees were transported to the Olympic site by barge

The remediation strategy adopted by OCA involved three steps. The first was to clean up a contaminated area to a level suitable for its intended use. This involved removing the waste material with extensive soil sampling and testing undertaken to confirm that the site was clean. All testing was validated by a NSW Environment Protection Authority accredited site auditor. The second step was to consolidate the contaminated soil into a containment area. The third step was developing and implementing maintenance and monitoring plans for containment areas to ensure that contaminants could not escape into the surrounding environment.

At the completion of the program, the 9 million cu m waste and contaminated soil originally identified had been moved and safely contained in specially designed landfills.

Monitoring of the project was achieved through three separate Ecology Programs. Program 1 involved the development of an Ecology Data Bank (geographic information system), an electronic record of the changing status of the environment at Homebush Bay. The Data Bank will assist future managers to make decisions on the management of lands at Homebush Bay. Program 2 involved determining the condition of rehabilitated

lands and providing technical tools and training to enhance their management. Program 3 was created to promote community understanding of pollution issues and extend Sydney 2000's remediation strategy to areas beyond the Homebush Bay site.

Some of the most exciting work was undertaken at Wilson Park, adjoining the Homebush Bay site. The sea wall at the Park was rebuilt to prevent pollution entering the Parramatta River, and scientists developed new ways to tackle the cleanup. Microbes using pollutants as a food source were used to naturally break down the waste left behind by an old gas plant on the site. In other locations reeds and grasses that feed off certain pollutants have been planted to act as a natural filter.

Once the land was cleaned up, the trees and other plants of the original vegetation needed to be re-established. Remnants of the Cumberland Plain Forest were protected and extended, providing improved habitats for birds, animals and the plants themselves. A number of new propagation techniques were developed and native grasses, once too expensive to be used in landscaping, are now being produced in large volume and low cost. Rare saltmarsh species are also being propagated for later use in the restoration of wetlands.

Another significant environmental achievement was the remediation and restoration of Haslams Creek, the main waterway through Homebush Bay. Haslams Creek, once a heavily silted, 20 m wide concrete channel, is now a landscaped, realigned, wider, natural watercourse that follows the creek's original path. More than 1.4 million cu m of waste, decades of accumulated mud, debris and rubbish, was removed from the creek. Three rare saltmarsh plant species found within the Homebush Bay wetlands were propagated in a temporary nursery and planted along Haslams Creek. As well, more than 2000 seedlings of local mangroves were planted, resulting in the creation of 1.7 ha of new saltmarsh and mangrove flats.

Part of the remediation of Haslams Creek included the construction of a series of freshwater wetlands along the creek. The wetlands collect stormwater from the adjacent Millennium Parklands, Newington Village and Hill Road car park to be used for irrigating the Parklands. The ponds also create habitat for aquatic life and birds.

In a major step forward for remediation of polluted sites in Australia, it was decided to destroy scheduled chemical waste in contaminated soil at Homebush Bay on site rather than truck it to long-term storage facilities off site. The technology that separated the chemicals from the soil and then destroyed them reversed the process by which they were made in the first place. The remediation of Homebush Bay cost A\$137 million.

Removal of Power Lines

Prominent among onsite obstacles to the coherent development of Homebush Bay was the presence of 47 transmission towers linking ten kilometres of high-voltage overhead powerlines, built in the 1960s. As well as making a substantial footprint on the site, the huge towers and mass of lines dominated the landscape. A sponsorship agreement, together with a government contribution, enabled the A\$40 million task of

replacing these overhead powerlines with underground cables to proceed, and in 1997 the task of laying the cabling underground began. The 1.45 km middle section was probably the largest cable rollout ever undertaken in Australia. Once the cabling was in place, electrified and fully functional, work above ground began, and by November that year half the towers and all the powerlines had been dismantled. Removal of the towers provided additional green space throughout the Showground carnival area.

Olympic Park Station and Rail Link

When it was decided to develop Homebush Bay into Sydney's premier sporting and cultural facility, it was clear that to be a success it had to be serviced by the best available public transport. In particular, the system adopted had to have the capacity to move the large crowds that normally attend major events, as well as cope with the massive Olympic crowds. The decision taken early in the bid process was to use Sydney's heavy rail system as the main method of public transport to the site. This also fitted in with the desire to create an environmentally friendly Olympic Games by banning the use of private transport to get to Games venues.

In 1995, the NSW Government committed to build a 5.3 km rail loop and a centrally located below-ground railway station adjacent to the Showground entrance and 400 m from the Olympic Stadium. The loop was connected to the existing metropolitan rail network and provided an easy, fast and

comfortable alternative to driving. The line was mostly above ground except for about 1 km leading to Olympic Park Station, which went underground to provide easy access and to keep the above-ground venues and facilities free of large arriving and departing crowds. This replaced the Bid proposal of an above-ground station with a dead-end track terminating on the edge of the site.

Linking the new line into the existing network in this way provided easy public transport to the heart of Homebush Bay as passengers simply used their familiar railways to attend the Sydney 2000 Games. During the Games, trains ran every two minutes on this line, transporting up to 50 000 people an hour into and out of Homebush Bay.

This extension of the public transport system provided other long-term benefits for Sydney. A flyover was built near Flemington Junction to allow trains to proceed into Olympic Park Station from either east or west and to move out in either direction without interruption. Four new lines were constructed to join the existing lines and then merge to provide a single-track, one-way loop.

This track was designed to fork in the approach tunnel to Olympic Park Station, so that two tracks ran through the station. Consecutive trains could be switched to alternate tracks, allowing each train a longer standing time at the station to embark or disembark passengers. The tracks rejoined beyond the departure tunnel.

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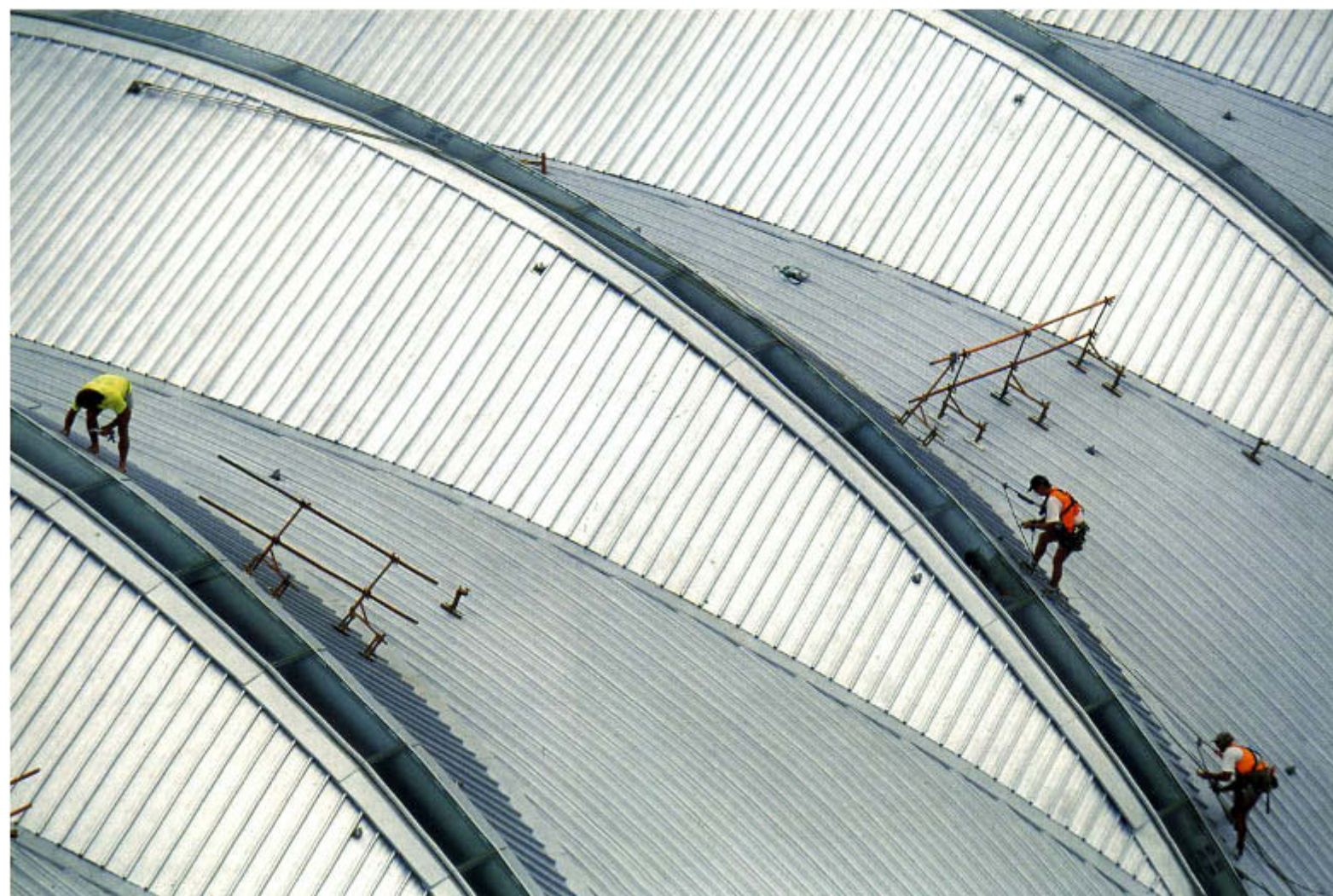


11. Construction commences on the underground section of the Sydney Olympic Park railway line which carried more than 400 trains a day during the Games.

12. Olympic Park Railway station was one of the most important infrastructure developments at Homebush Bay allowing the transport of thousands of spectators to the Olympic venues



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13. A ferry terminal was constructed on Paramatta River as part of the transport strategy

14. Closed to the general public during the Olympic Games, a Rivercat service was provided for members of the Olympic Family from the Homebush Bay Ferry Terminal to the city

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A strong point in the contractor's successful tender bid was the ability to drive this part of the tunnel without major disruptions to the already constructed Aquatic Centre; the 240 m tunnel on the station's departure side, together with the rest of the arrival tunnel, were built using the cut-and-cover method. OCA had responsibility for construction, overall project delivery and the budget for the rail line. The project was completed in 18 months, an unprecedented rate for rail construction.

The track route was carefully planned to cope with conditions on the Homebush Bay site caused by previous use of the site for uncontrolled rubbish dumping. Sixty-five thousand cu m of rubbish had to be removed, and major underground service corridors had to be avoided, as did the secured landfill containment site under the Aquatic Centre carpark.

Olympic Park Station was designed to fit into the environment, with its length balanced against the height of the major buildings nearby. Its most spectacular aspect is its roof, which provides shelter, natural light and ventilation. It is constructed in the form of 18 arched frames in a folded vault configuration, finished with ribbed cladding and lined with perforated aluminium.

A unique feature of the station is its separation of incoming and outgoing crowds. Departing passengers enter by side entrances, while incoming passengers leave the train on the middle platforms, which enables sequential embarking and disembarking. This design feature allowed ample uncluttered space in the adjoining Olympic Plaza and gave a dramatic upward movement and sense of arrival to people coming to

Homebush Bay. Escalators on the central platform were reversible to cater for arrivals and departures.

Olympic Park Station won Australia's most prestigious architectural awards as an outstanding example of excellence in public buildings. The architectural firm Hassell Pty Ltd, led by project architects Ken Maher and Rodney Uren, was awarded the Sir John Sulman Award for 1998 by the Royal Australian Institute of Architects New South Wales Chapter.

Homebush Bay Wharf

The construction of a ferry wharf allowing people to access Sydney Olympic Park (SOP) by ferry was part of the public transport strategy for the site, along with the rail line and the provision of bus parking bays.

The wharf, located at the northern end of the site on the Parramatta River, was opened in 1997 and used for public access to Homebush Bay in the years leading up to the Sydney 2000 Games. During the Games, the wharf was used exclusively by ferries transporting officials and athletes to and from venues. The trip from Circular Quay in the centre of Sydney took about 30 minutes.

Design features of the ferry wharf include seating for 75 people, a covered walkway to the jetty and adjacent bus interchange, and weather protection in the waiting area through the use of glass partitions. To provide shade in times of peak use, the wharf, which accommodates more than 800 people, includes a 320 sq m demountable canopy.

Roads and Parking Stations

OCA was responsible for delivering the road system for Homebush Bay as provided in the masterplan. This comprised a new road system with four access routes and the 1.5 km Olympic Boulevard as the central spine of the site and road network. This 25 m wide boulevard runs through the sporting precinct to the west and the Showground and commercial precincts to the east. It was a major arrival point for spectators.

Homebush Bay provided 177 bus parking sites within three bus parking areas. Although public transport was the easiest way for spectators to get to the Games and was the preferred option for travel to other major events at Homebush Bay, OCA had a responsibility to ensure provision was made for people to access the site and its facilities on an ongoing basis.

To assist in this regard OCA was responsible for providing five parking stations on site, providing 10 000 public carparking spaces. The parking stations are located near the SuperDome, next to the Sydney International Aquatic Centre, adjacent to the Golf Driving Range, next to the NSW Hockey Centre and adjacent to Sydney International Archery Park.

Support Infrastructure

OCA was also responsible for the installation of energy and inground telecommunications infrastructure to support the venues at Sydney Olympic Park. The installation of these

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support services was undertaken at the same time as the construction of new roads.

Novotel and Ibis Hotel

A key infrastructure provision for the long-term future of Homebush Bay was the establishment of a hotel right in the heart of the complex. The Novotel and Ibis Hotel was built right next to Olympic Park station. The hotel complex features a 168-room Novotel Hotel and an adjoining 150-room Ibis Hotel. The 19-storey high Novotel Hotel is the tallest building on site and provides a panoramic view over the whole Sydney Olympic Park and as far away as the Sydney CBD from its observation deck.

Public Art Strategy

The public domain at Sydney Olympic Park was enriched by the provision of public art across the landscape. OCA's Public Art Strategy required 12 public art projects to be integrated into the public domain at Homebush Bay and other venues.

A Public Art Advisory Committee was set up to advise on the selection of artists and implementation of projects. At Fig Grove, two elegant fountains were constructed, framed by granite bleachers engraved with a poem about the Australian Olympic experience. Nine sites at Homebush Bay and three sites at other Olympic venues included significant public works of art. The pieces were: 'Southern Bus Terminus' Olympic Boulevard; 'The Overflow Project' near Central Plaza; 'Relay' in the Fig Grove between Olympic Stadium and Aquatic Centre; '5000 Calls' in the Urban Forest, 4.5 ha of eucalypt trees surrounding Stadium Australia; 'Feathers and Skies' Stadium Australia; 'In the Shadow' Southern Boulevard Terminus; 'Osmosis' Haslams Pier; and 'Luminous Threshold' located at entry points to Homebush Bay.

Both ends of Olympic Boulevard were enhanced with water features. To the north, overlooking the Olympic Village, a fountain featuring a series of 16 water jets was constructed. To the south, public art was featured amongst a series of bridges crossing the creek surrounding the Tennis Centre. Fig Grove was also home to a water feature sculpture that became a favourite place for children to play in on hot days.

Naming of Venues

A unique naming program for the Olympic venues was undertaken. The majority of the venues and facilities constructed by OCA were named to commemorate Australia's proud Olympic and sporting heritage and to reflect the history of the Homebush Bay site itself.

The OCA established a Names Advisory Committee that included representatives of groups with a strong direct interest in naming parts of the site, such as the Royal Agricultural Society (RAS), SOCOG, the Australian Olympic Committee (AOC) and Auburn Council.

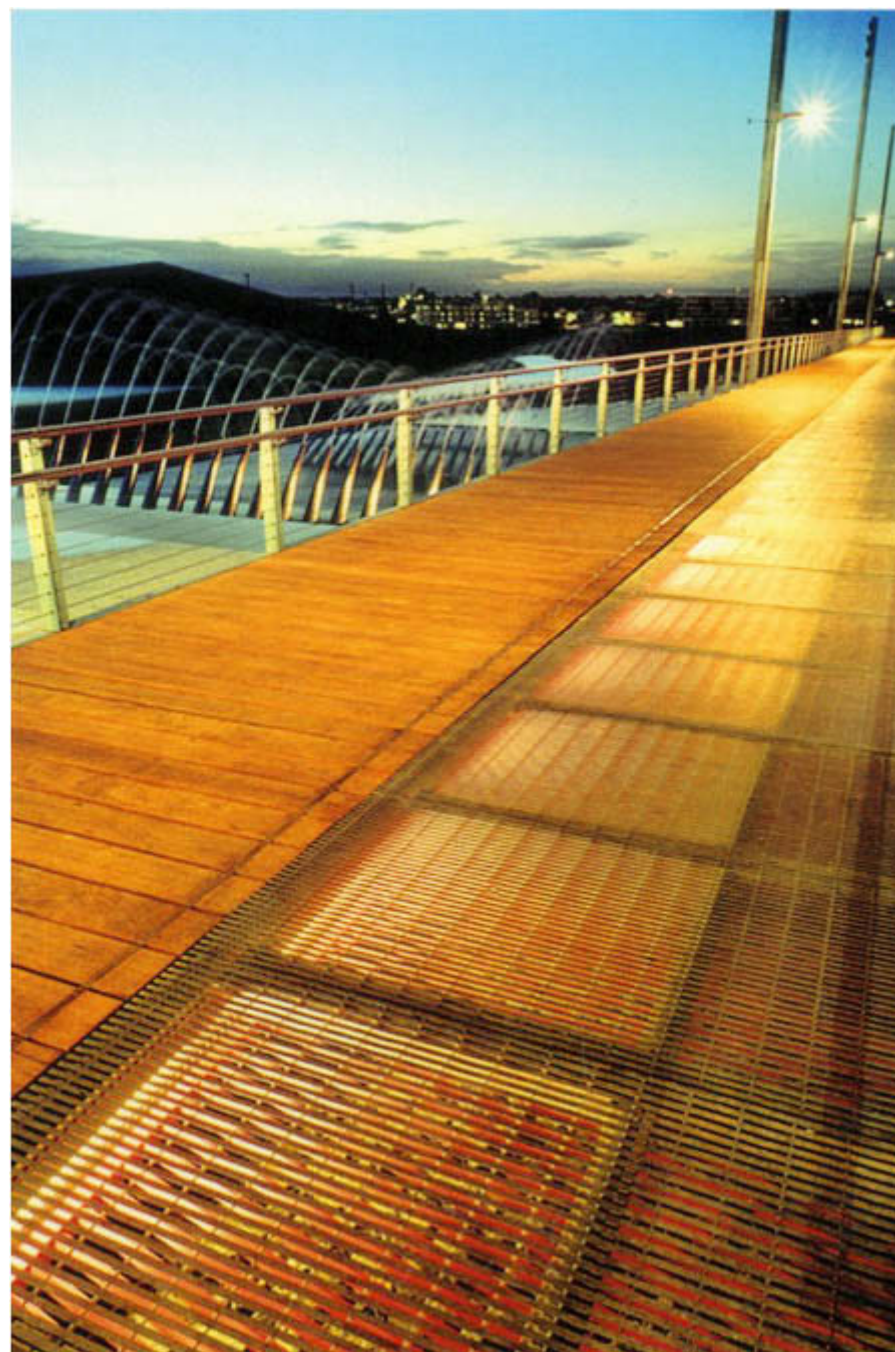
The suburb as a whole and all its lands was known as Homebush Bay, the Showground precinct was to be called the Sydney Showground and Sydney Olympic Park was the name

given to the site which covered the location of the major Olympic facilities. The site of the Olympic Village and new suburb was to be named Newington, reflecting the historic connection with the Navy's armament depot.

One significant naming feature was the decision by the Minister for the Olympics to name the major roads in Homebush Bay after Australia's greatest Olympic and Paralympic heroes. Thus, Herb Elliott, Shane Gould, Dawn Fraser, Marjorie Jackson-Nelson, Kevin Coombes, Shirley Strickland, Edwin Flack and Murray Rose were immortalised on site.

A number of indigenous names were also used, including Yulang Square for the land between the rail station and the Olympic boulevard. 'Yulang' means meeting place.

Individual venues also contained significant named components. The new Sydney Showground, whose halls and arenas were home to eight Olympic sports, has streets and features named after areas, people and events that were significant to its



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15. *Osmosis*, one of nine public art displays at Homebush Bay, was designed by Australian sculptor Ari Purhonen. The piece creates a changing optical effect via a range of waterjets

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- 16. The Penrith Whitewater Stadium, officially opened to the general public in September 1999, is one of the newly-built, permanent sporting facilities constructed for the Olympic Games
- 17. The beach volleyball venue at Bondi Beach was the only completely temporary Games venue, removed immediately after the Games

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principal long-term tenant, the RAS. The Tennis Centre, and venues outside Homebush Bay such as the Velodrome, the Equestrian Centre, Regatta Centre and Shooting Centre, were either named after or included features commemorating Australia's glory in those sports.

Perhaps the most significant naming decision was to name the streets of the Olympic Village after modern Olympic legends, honouring their remarkable achievements and inspirational efforts. Twenty-seven Australian Olympians and Paralympians and 25 international Olympians were honoured in the streets of the Village. In a first in Olympic history the names were to be incorporated for all time as the streets of the suburb of Newington after the Games.

Venue Construction

OCA's greatest task was the construction of the new venues needed to host the Olympic Games. When OCA was established in 1995 it had the task of constructing 15 new major Olympic sporting venues as well as the Olympic and Media Villages – and it had less than five years in which to complete the task.

In fact, all the permanent venues outlined in Sydney's Olympic Bid were completed by the end of 1999, fully nine months before the start of the Games. This allowed them to be tested during SOCOG's test events and represented the earliest completion of venues for a Games in Olympic history.

The venue for women's water polo, added to the sports program in early 2000, and the controversial temporary beach volleyball venue, were completed just prior to the Games.

Under its originating Act, OCA was responsible for construction of venues and facilities and for negotiating and implementing agreements for the use of existing venues, for SOCOG. Such agreements were made for road cycling; for the inaugural

Olympic triathlons (Opera House forecourt, Botanic Gardens and Government House); and included the use of the Darling Harbour Convention and Exhibition Centre; Bondi Beach; Rushcutters Bay reserves, and interstate venues for football.

Temporary facilities ranged greatly in size. The largest was Sydney International Aquatic Centre, where capacity was expanded from 4500 to 17 500, with 4000 of the additional seats retained for permanent use. Among the smallest temporary facilities projects were the barriers and pontoons for the triathlon, and the 'long blue line' along Sydney streets marking the route of the marathon.

New, permanent sporting facilities were built for Sydney 2000 at six satellite venues – Penrith, Horsley Park, Cecil Park, Bankstown, Blacktown and Fairfield.

The centre of this semicircle of construction activity, of course, was Homebush Bay, 14 km west of the city centre. The centrepiece of the Sydney 2000 Bid, Homebush Bay was the arena of the most intensive building program for the Sydney 2000 Games.

The total Olympic construction budget was A\$3.3 billion, with A\$2.1 billion contributed by government and another A\$1.2 billion contributed by the private sector. Over 40 000 workers were employed on construction projects overseen by OCA. From the time that OCA was founded in 1995, over 11 million hours of work were provided on construction projects for the Games. Further, it was estimated that every job on a construction site generated at least two more off-site jobs in the area of suppliers, material producers, transport workers and other areas.

The NSW Government, as underwriter of the Games, wished to ensure that only venues that offered the opportunity for a financially viable ongoing operation after the Sydney 2000

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Olympic Games were designed and constructed as legacy (permanent) venues.

The design of the facilities at permanent venues focused on the scope of work required to satisfy the needs of local sporting federations and long-term operational requirements. The additional scope of work required for the Games was designed and constructed as temporary works. A good example of this approach is the case of the Hockey Centre, where Games-time seating capacity was 15 000 but the viable legacy requirement was established at only 1500 seats.

The scope of work for the permanent venues was impacted by the need to provide adequate and appropriately located space and service corridors to meet the operational needs of the Games. These needs included Sydney Olympic Broadcasting Organisation (SOBO) compounds, press centres, spectator services facilities and catering and sponsor hospitality facilities.

The selection of sites for permanent venues essentially occurred through a combination of the development of the Sydney Olympic Park masterplan and by seeking expressions of interest from local government for the venues outside Sydney Olympic Park.

As part of its statutory responsibilities toward the planning process, for each venue OCA was obliged to engage in a consultation process with the local community, local government bodies and other stakeholders.

The ownership and operation of the permanent venues was established as part of the development process. For instance, the Olympic Stadium and SuperDome were tendered on a 'build, own, operate and transfer' basis.

The majority of the other venues were constructed utilising government funds. Lease arrangements were entered into with landowners with various levels of capital contribution, and lease rentals were negotiated with the ultimate operators. Where the long-term operator had not been identified by the completion of construction, OCA undertook the role of operator.

The procurement methodology varied from venue to venue depending on the venue size and long-term operation mode. Thus, the Stadium and SuperDome procurement was also on the basis of 'build, own, operate and transfer' (BOOT) contracts. The canoe slalom procurement was on the basis of 'design and construct' contracts. The hockey, tennis, archery, water polo, equestrian, shooting, baseball/softball and velodrome procurement was on the basis of 'construct only' contracts, with the OCA preparing the design for the tendering of construction.

The construction contractors were engaged through a process of expression of interest (EOI), followed by the calling of detailed tenders from those teams selected from the EOI.

A Project Control Group (PCG) was established by OCA as the peak decision making body for delivery of venues. The purpose of the PCG was to provide strategic management directions to the delivery team and allow stakeholders to provide input through their representatives at the PCG meetings. The PCG



was chaired by an OCA Executive Director. The source of funding for legacy venues varied from venue to venue:

- Olympic Stadium, SuperDome and Olympic Village: funding was predominantly sourced from the private sector with some top-up funding from government
- tennis: funding was sourced from a combination of government and the private sector with Tennis NSW contributing approximately 15 per cent
- velodrome, equestrian, shooting, hockey, archery: funding was sourced from government
- softball/baseball: funding was predominantly sourced from government with minor contributions from the sport of baseball, local government and SOCOG
- water polo: funding was predominantly sourced from local government with a 40 per cent contribution from a combination of government and SOCOG.

All government funding was allocated from the overall Olympic Capital Budget. A key to the success of the Olympic construction project was the harmonious industrial relations climate that existed on Olympic sites. From the time of Sydney's Bid the Labour Council of NSW, the state's peak trade union body, had pledged the support of the NSW union movement to the success of the Games.

Without the efforts of Sydney's building workers and the cooperation of the union movement, the mammoth Olympic construction task would not have been finished in the constrained time frame. No strike of any significance occurred on Olympic construction jobs – this reflected the pride the workers had in their work and the positive industrial relations.

18. The Dunc Gray Velodrome in Bankstown was funded by the government and is one of the legacy facilities in Sydney's west

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19. Thousands of workers were needed for the construction of the Olympic Stadium

20. The roof of the Olympic Stadium, based on the shape of an akubra hat, features translucent polycarbonate to minimise shadows and patches of sunlight on the playing field

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OCA's Industrial Relations (IR) delivery strategy for the construction of Olympic venues encompassed:

- a Memorandum of Understanding (MOU) between the state government and the Labour Council of NSW which set a code of conduct for industrial relations on Olympic projects including 'no strike' dispute-settling procedures
- a conscious decision to leave the responsibility for day-to-day management of Occupational Health and Safety (OH&S) and IR issues in the hands of the contractors
- a conscious decision to have only major builders and contractors with well-developed OH&S and IR programs on initial bid lists to ensure a smooth and orderly start to the Olympic construction program
- provision for Project Agreements negotiated between builder/contractor and the Labour Council and formalised by project awards endorsed by the NSW Industrial Commission
- maintaining regular executive-level contact with architects, engineers, builders and contractors to ensure continued commitment to successful outcomes on Olympic projects, and timely resolution of issues which could have impacted on delivery.

Olympic Stadium

The jewel in Sydney's Olympic crown was the Olympic Stadium, also known by its official name of Stadium Australia. With 110 000 seats, Stadium Australia was the largest stadium in Olympic history and played host to some of the most significant

and memorable events of the Sydney 2000 Olympic and Paralympic Games.

From Cathy Freeman lighting the cauldron and winning the 400 m, to Marion Jones' five medals, to the magnificent showdown in the men's 10 000 m between Paul Tergat and Haile Gebreselassie, and the duels between Louise Sauvage and Chantal Petitclerc in the Paralympic Games, the Olympic Stadium played host to all the triumph and tragedy that only a Games can bring. Its distinctive arches soaring above the landscape of Sydney Olympic Park became a visual symbol of Sydney 2000 to all Olympic spectators and to the billions who watched the Games on television around the world.

However, as befits the largest single Olympic construction job, the Stadium construction process was extremely complicated.

When OCA was formed in 1995, the tender process for the Stadium had stalled badly. In particular there were problems with the fact that one of the bidding consortia contained the operator of the NSW Government's own major existing stadiums, the Sydney Cricket Ground Trust. This created an unequal tender process and this issue needed to be resolved before further progress could be made. After the problem was resolved, the tender process threatened to stall again, over negotiations between SOCOG and OCA regarding tickets for Stadium members.

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The Minister and OCA combined to get the program back on track, and on 23 January 1996 the winner of the tender to design and construct the Olympic Stadium was announced.

The Multiplex Constructions/Stadium Australia consortium promised to build a 110 000 seat stadium as part of their bid. The stadium was to be financed by an innovative funding structure that relied on debt financing, a government capital injection and the sale of 30 000 memberships which would provide each member with an equity share in the stadium. The Stadium Australia consortium would have ownership rights in the stadium until 2031, when it would revert to government ownership.

The Olympic Stadium was to cost A\$690 million with a government contribution of approximately A\$124 million. On 9 September 1996 construction commenced on a 16 ha site that had been the main cattle-holding yards for the Homebush Abattoirs.

The statistics hint at the scale of the project – a workforce of 1500 moved 55 000 cu m of earth, brought in 90 000 cu m of concrete in 18 000 trucks, set 2600 piles, erected 12 000 tonnes of structural steel and almost as much again of reinforcing, and laid 1 million masonry blocks and 180 km of electrical cabling. The total area of the Stadium's magnificent soaring roofs was 3 ha and the main arch span from north to south was 295.6 m.

Despite the fact that the construction start date had been delayed from that originally envisaged in Sydney's Bid, the stadium was finished about three months ahead of schedule and on 6 March 1999 a crowd of 104 000 people watched the first major event at Stadium Australia, a Rugby League match. Around 100 000 people had gained a sneak preview of the finished venue during the Great Stadium Walk, a community open day on site held in February 1999. On 12 June 1999, the stadium was officially opened.

The building consists of two main grandstands holding in total approximately 60 000 seats under cover of a polycarbonate roof. The two temporary stands at the north and south held approximately 30 000 spectators. After the Games these stands began to be removed; the lower bowl seating in this area was also to be covered with a polycarbonate roof.

Following the Games the pitch was also to be reconfigured to ensure its long-term usage. The playing area became rectangular, to become the premier sporting venue in Australia used primarily by rectangular-pitch football codes. Atmosphere within the stadium is enhanced by the level of roof cover, focusing attention onto the pitch, and by a system of moving seats that provides a close fit of seating around the pitch. This allows the stadium to revert to athletics format in the future if necessary, and to service other football codes.

Importantly, the stadium design as with all Olympic venues incorporates a number of environmental features:

- passive ventilation, i.e. ventilation achieved without mechanical devices, has been integrated in the design. By minimising the amount of air-conditioning required, energy is saved

- the need for artificial lighting has been reduced, as the design allows maximum intake of daylight through specially constructed light voids
- all rainwater is collected from the Stadium roof and stored in four large tanks for irrigation of the pitch
- recycled water is utilised for flushing the toilets and water-saving devices are provided throughout the Stadium to minimise the use of potable water
- the stadium design minimised the use of PVC; all building materials were subject to Life Cycle Assessments to determine their environmental impacts prior to any decisions being made
- environmentally friendly gas-fired co-generators serve as a backup to the main supply of electricity to maximise the use of renewable energy resources.

Since its opening, Stadium Australia has become a major icon on the Australian sporting landscape. Not only has it been the site of a fantastic Olympic and Paralympic Games, but it has played host to record crowds in several of the major football codes. It is anticipated that it will remain the premier large-scale sporting and outdoor entertainment venue in Australia for generations to come.



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21. To celebrate the completion of the Olympic Stadium, 100 000 people made their way around the track as part of the Great Stadium Walk community event

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RUTH GRAY/ALLSPORT

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22. The Dome in Sydney Showground is an impressive 90 metres in diameter. Cranes supported the roof as the building progressed from the top down

Sydney Showground

The Sydney Showground is undoubtedly Australia's most versatile and unique sporting and exhibition complex. From the annual Royal Easter Show, to international baseball games, rock concerts and even weddings – the Sydney Showground has hosted them all.

The Showground played host to seven sports during the Olympic Games and as the largest venue in area at Homebush Bay has a dominant role in the vibrancy and ongoing prospects of the whole Homebush Bay site.

It is particularly fitting that when the Showground was completed in early 1998 and the first Royal Easter Show held

there that a record crowd turned out as the future of the Homebush Bay site had been intertwined with the future of the old Sydney Showground for over 20 years.

From the early 1970s it had been recognised that the old Sydney Showground, located to the east of the city at Moore Park, was fast reaching its use-by date. In plans for future uses of Homebush Bay throughout that period, the prospect of establishing a new showground there were often raised.

The existing showground had been the venue for the NSW Royal Agricultural Society's (RAS) popular and much-loved annual Easter Show since 1882. This was a combination of agricultural fair, lifestyle exhibition and carnival, held for two weeks over the Easter period, that attracted crowds of around a million people every year.

The Easter Show was exactly the type of key event suited to the development of the Homebush Bay site, as successful long-term outcomes for Sydney's urban core would depend upon the development of facilities to serve regular sporting, recreational and community events. While the in-principle decision to vacate the Moore Park site and move to Homebush Bay was made in 1988 before the bid, the transfer negotiations had been protracted. However, in the mid-1990s two imperatives drove the move.

The first was Sydney's successful Olympic Bid and the need to create indoor venues that would suit the needs of Olympic sports but still retain a post-Games use. Sydney's winning bid made the move of Sydney Showground to Homebush Bay inevitable.

The second was the decision taken in 1995 to turn the old showground site into a movie production studio. The Fox Studios development needed access to the Moore Park complex from 1998, which made the timetable for development of a new showground incredibly compressed for a task so complex.

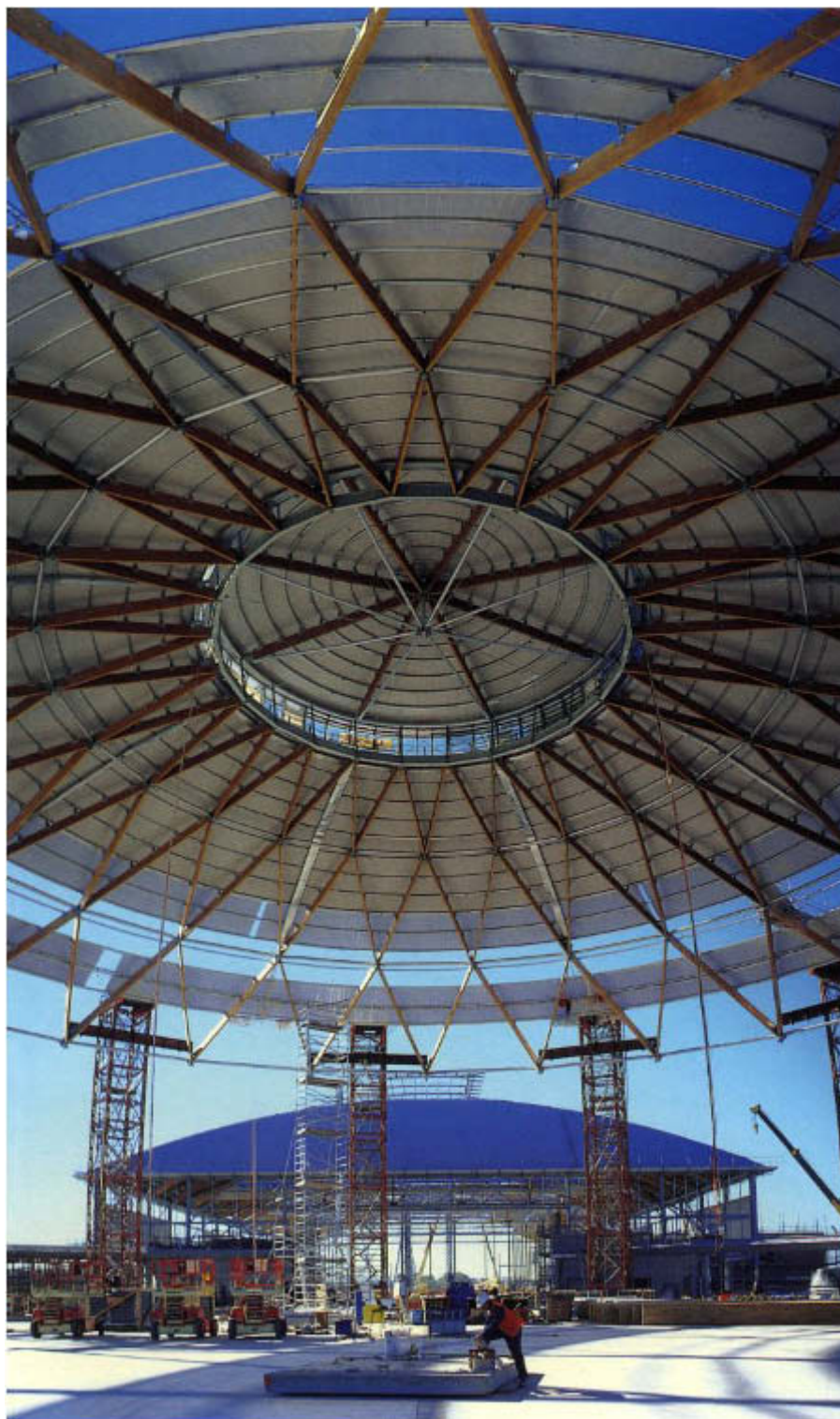
In September 1996 the RAS signed an agreement with OCA for a 99-year lease of the new site, with the NSW Government retaining ownership.

The showground is not one single venue. It is rather a series of linked venues in the one precinct, combining indoor halls which can be used for sport or exhibitions, and a number of outdoor arenas. Set on 30 ha and built in less than two years, the Sydney Showground showcases Australian design and construction excellence.

The construction of the new showground was planned along three fronts – developing an overall public domain design and constructing the main arena, woodchopping stadium, horticulture building and the pavilions for showing dogs and cats; constructing the Exhibition Building and RAS Administrative Building; and constructing the major pavilions.

The target – to hold the 1998 Royal Easter Show in its new home – meant each detail of planning and management on this triple front had to be unerring. No less essential was a fourth element – public transport facilities capable of meeting show needs by Easter 1998, Olympic and Paralympic needs

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in 2000, and future projections of the emergence of Homebush Bay as Sydney's heartland, had to be in place.

Construction of the showground facilities started immediately agreement was reached in 1996. The design solution for the Exhibition and RAS Administrative buildings was based on a main building comprising three rectangular pavilions and a domed circular hall. Like all the new buildings, this was planned to serve multiple functions beyond the Games, including private events such as weddings and large parties. Centrepiece of the showground is this Dome and Exhibition Complex, which can be configured as one uninterrupted room 312 m long. The timber-framed Dome is 97 m in diameter and was built on the ground before being gradually lifted to a height of 42 m.

Woven into the design of the precinct is a 'Showground vernacular'. Many of the new buildings incorporate an iconic suggestion of their key role in the annual agricultural show – like the Charles Moses Stadium, the woodchopping venue, with its circle of recycled telegraph poles.

The dramatic Southee Complex, for horticultural exhibitions, has boldly coloured, curving masonry walls setting a garden trend for the twenty-first century, while the Clydesdale Pavilion, a beautiful building suited in style to the much-loved breed of working horse, was built from recycled hardwood, including timber salvaged from an old bridge at Homebush Bay and from former warehouses in Sydney's Botany industrial area.

Construction of the main show arena commenced in October 1997. The centre of the showground site, the arena has five stands seating 10 000 under curved roofs, with capacity for another 10 000 spectators around the arena.

The showground includes four pavilions designed on a north-south axis, three for cattle and one for horses, with three more horse pavilions lying on an east-west line.

The construction of the Sydney Showground was a major feat which the Australian building industry, with 8000 workers, completed in under two years.

During the Games the halls and arenas of the Sydney Showground played host to seven Olympic sports. Badminton, basketball, handball, rhythmic gymnastics and volleyball were held in the exhibition halls; baseball took over the main arena and modern pentathlon was held in the arena and in one of the exhibition halls.

One of the other indoor halls played home to the Olympic Superstore, the main location for the sale of Sydney 2000 merchandise and, in what proved to be a source of much amusement in the lead-up to the Games, the Main Press Centre (MPC) for accredited press and photographers was established in pavilions that during the Easter Show were used to house cows and horses.

The Sydney Showground complex incorporated the very best in ecologically sustainable development techniques. For instance, OCA held fig and palm trees from around the Homebush Bay site including 14 Moreton Bay figs recycled from the former abattoir in on-site nurseries and successfully replanted them within the Showground.

The Main Arena has its own local recycled water system – water from its roofs and grounds is collected and used to re-irrigate the turfed arena. All Showground buildings except the Dome, the RAS Administration building and the RAS Members' Dining Room have all-weather natural ventilation. The Dome is the only public space that is air-conditioned. Natural ventilation in pavilions and facilities reduces energy consumption. This means 20 per cent less energy is required than would be needed to sustain air-conditioning throughout the whole site. Natural ventilation systems in the horse and cattle pavilions generate up to 12–15 changes of air an hour, compared with only six in the average air-conditioned office.

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23. The wood and metal framing in the Dome's interior has ignited widespread architectural interest
24. Shafts inside the cattle pavilions allowed effective mechanical ventilation



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A sticking-point in construction of the new Showground came with a clash between the old and the new uses of Homebush Bay. Situated in the corner of the Showground site was a former smallgoods factory that had originally been established alongside the abattoir. The factory had a long-term lease and final construction works on the Showground could not begin until the site was vacated. The Government and the company eventually reached a compromise in which the company moved to new premises on government land and just before the opening the site was finally vacated, the factory demolished, and the cattle lawns and a park created in its place for the opening of the first Easter Show in its new home in April 1998.

Sydney International Aquatic Centre

Praised by IOC President Juan Antonio Samaranch as "the best swimming pool I have seen in my life", the SIAC was the first venue built for the Sydney 2000 Olympic Games.

A key commitment of the Sydney Bid was the construction of SIAC, whether or not Sydney won the right to host the 2000 Olympic Games.

SIAC was opened to the public for the first time in 1994 and has been one of the most popular and successful of Sydney's Games venues ever since. From a design perspective, the Aquatic Centre is an impressive spectacle. Externally it makes minimum impact, with arriving visitors seeing a grassy bank planted with native vegetation. Internally the complex is split into competition and leisure areas each having its own distinctive look. Facilities include:

- the leisure pool, which features a hydroslide, whirlpool and spa pools. It is a major attraction for family groups
- the eight-lane training pool has a movable floor which can alter the depth from 2.5 m to zero. This versatile pool has been used for everything from Olympic training to swimming lessons, aquarobics and even fashion parades
- the 50 m competition pool is 10 lanes wide and has a movable boom which can be set to create two 25 m short-course pools
- the 33 x 25 m utility pool includes a four-level diving tower (up to 10 m tall) and facilities for water polo and synchronised swimming.

Before the Games, the centre featured seating for 4500 people. OCA undertook a Games-time expansion of the seating to accommodate 17 500 spectators to watch what is undoubtedly Australia's most popular Olympic discipline – swimming. The legacy benefit from the Olympic expansion meant the centre would have 8500 seats post-Games.

Like all Olympic venues, SIAC contains environmentally friendly innovations. Energy-efficient zoned air-conditioning keeps warm air at pool level around the athletes and cool air in the spectator stands. A fully automated two-vessel ozone system provides world-class water filtration and sanitisation, using chlorine levels up to three times less than conventional pools.

Sydney SuperDome

The Sydney SuperDome saw grace and skill unmatched in any other Olympic venue as Olympic gymnasts flew, tumbled and vaulted their way to glory.

The A\$197 million Sydney SuperDome was the first structure of its kind ever built in Australia – a gigantic indoor sport and entertainment arena, with two seating configurations for Games events: 15 000 for artistic gymnastics and 18 000 for basketball. Construction of the fully roofed complex began in October 1997 and was completed in September 1999.

An elegant cable-stayed roof design provides a column-free interior with uninterrupted views from all seats.

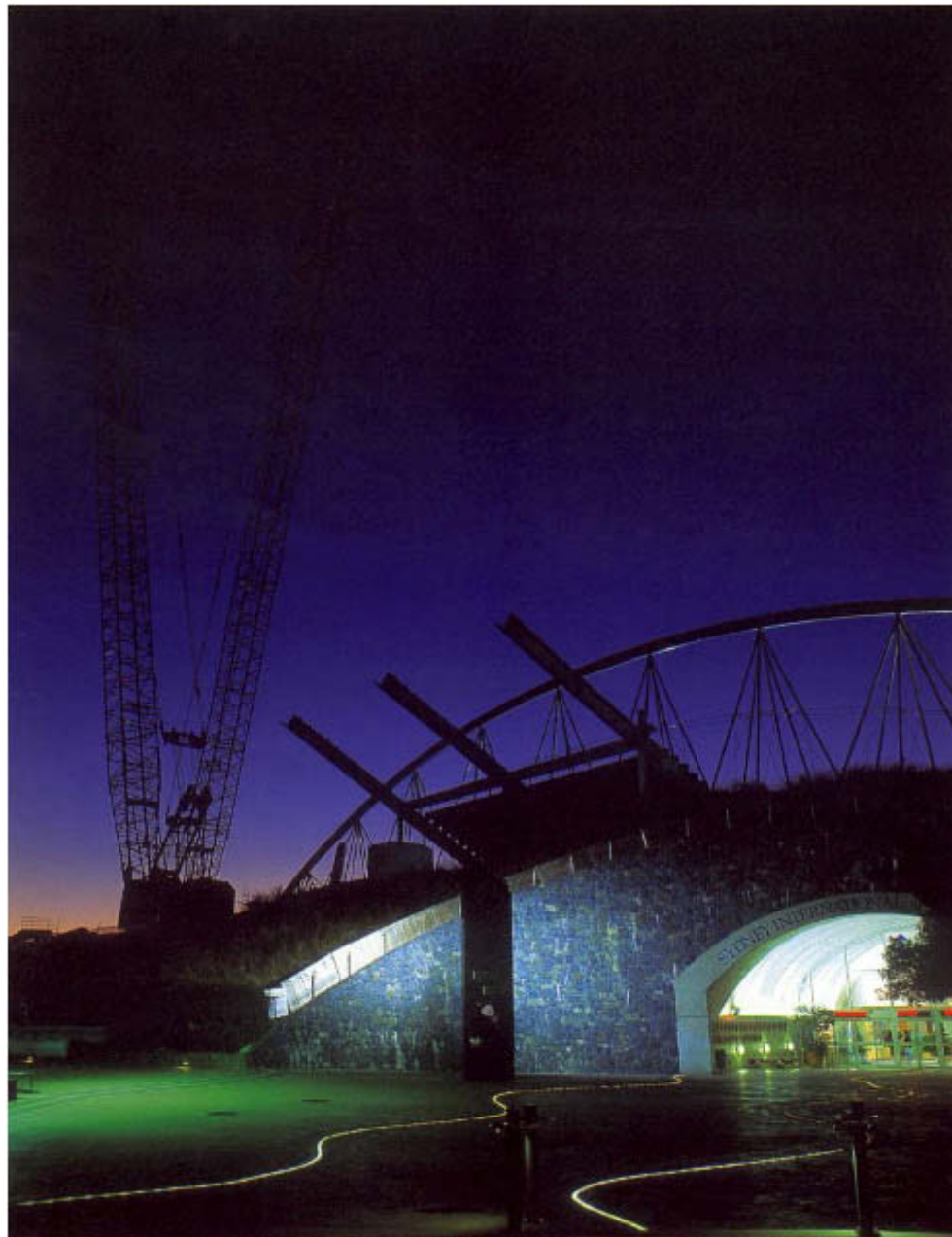
State Hockey Centre

The scene of the Australian women's hockey team's second successive Olympic triumph, the State Hockey Centre was always a popular venue with Olympic crowds.

The State Hockey Centre was delivered almost a year ahead of the commitment date given in Sydney's Olympic Bid. Work began in May 1997; nine months later the hockey pitch was handed over and on 28 August 1998 the A\$15.5 million project was complete.

25. The exterior of the Sydney International Aquatic Centre was designed to integrate into its surroundings

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The curved roof of the grandstand, which looks like a sail floating in space, sits 25 m above the ground and is suspended from a 41 m high mast. This innovative design means there are no columns above the seating platform and all spectators get an uninterrupted view of the action on the field, with its balsam 91.44 x 54.86 synthetic pitches, for warm-up and competition. A hockey pitch and small grandstand next door had been the home of hockey in New South Wales since it was opened in 1984. This pitch became a warm-up pitch during the Olympic hockey tournament.

Sydney International Archery Park

Playing host to an amazing medal haul for South Korea, the Archery Park is one of the simplest yet most elegant of all Olympic venues.

Building of the archery complex began on a 6.5 ha site adjoining the Haslams Creek and Mangrove Creek wetland areas in Homebush Bay in February 1998. Six months later, the A\$3 million Sydney International Archery Park was officially opened, part of a network of open space forming the Millennium Parklands.

The centre consists of open space for the archery fields and a multi-purpose pavilion. The building design is distinctly Australian, suggesting either a beach umbrella or a lean-to hay shed. A temporary grandstand seating 4500 people was erected to cater for Olympic and Paralympic spectators.

The Archery Park is enveloped by the impressionistic 'Forest of Poles' artwork, which evokes the long sleek lines of the arrows used by competitors.

NSW Tennis Centre

Located at the southern end of Olympic Boulevard, the NSW Tennis Centre is the gateway to Homebush Bay. Its sprawling outside courts are one of the first sights visitors get of the massive Olympic precinct.

The Tennis Centre's 10 000-seat amphitheatre-style centre court is the showpiece of the venue. The centre court is designed to meet the needs and comfort of spectators, with the circular shape providing optimal seating and viewing locations. The innovative roof design provides shade to 70 per cent of the seats. Built by the same people who designed the

famous Wimbledon Number 1 Court, the centre court evokes memories of the home of tennis.

The Centre's most distinctive feature, the circular centre court stadium, was awarded first prize in the 2000 Royal Australian Institute of Architects annual awards.

The Tennis Centre also has two show courts, seven match courts and six practice courts. All have the preferred north-south orientation to optimise playing conditions.

Visitors approach the Tennis Centre down the tree-lined Olympic Boulevard and enter by bridges through a casuarina grove on the banks of Boundary Creek. A racecourse and horse stud existed on the Tennis Centre land during the mid-nineteenth century and the site was the home of the Australian Jockey Club between 1841 and 1869.



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The Centre cost A\$39 million and was funded by the NSW Government, assisted by a combined A\$7.1 million contribution from Tennis NSW and Tennis Australia, and a A\$1.3 million contribution from SOCOG. It was the last Olympic sporting venue to be opened at Homebush Bay.

The centre features energy-efficient lighting and ventilation, and acoustic barriers along nearby Homebush Bay Drive to minimise noise impacts from traffic on players and spectators. During the Olympic and Paralympic Games, 7400 temporary seats were added to the show and match courts. Olympic tennis included night-time games on centre court.

As with all Olympic venues, the NSW Tennis Centre was designed to be enjoyed by the people of New South Wales for generations to come. In this regard the courts can be hired out by the general public to play social tennis where the world's greats battled for gold.

Before and after the Games the Tennis Centre was managed by Tennis NSW, the peak tennis body in the state.

Twenty-two of Australia's greatest tennis players were honoured by having parts of the Tennis Centre named after them.

The Olympic Village

For the first time in a modern Olympic Games, all athletes of every sport were able to live in the one Olympic Village during the Sydney 2000 Olympic Games.

Sydney's Olympic Village was located on 84 ha of land at Newington next to Homebush Bay. The land had formerly been used as the Royal Australian Navy's Armaments Depot but was transformed into a magnificent 'home away from home' for the world's athletes, within walking distance of 17 competition venues.

So close was the Village to the main Games venues at Homebush Bay that the athletes could hear the roar of the crowds as their fellow competitors strove for gold in the Olympic Stadium.

Despite having been identified at the time of the Bid as the site for Sydney's Olympic Village, nothing was done to actually acquire the land from the Federal Government between 1993 and 1995. However, in June 1995 the Minister for the Olympics obtained agreement from the Commonwealth Government to acquire the Village site. The sale price of A\$70 million included remediation of former landfill on the site's eastern boundary (not the Village site), costing an estimated A\$58 million.

In the same month the NSW Government held a forum of representatives from the finance, construction, design and environmental arenas to consider innovative solutions to minimise taxpayers' exposure to the Village project. In August of that year, OCA invited private-sector expressions of interest for designing, financing, building and marketing the Village. Prospective tenderers were told the Village must incorporate high-quality urban design and innovative approaches to ecologically sustainable development.

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Three consortia submitted applications, with the winner, the Mirvac Lend Lease Village Consortium (MLLVC) announced in late 1996. MLLVC would design, construct and finance the Village.

Construction began in May 1997 and was completed in early 2000. The Government's cost on top of the purchase of the land was limited to under A\$50 million, while the total cost of the project to MLLVC was approximately A\$470 million.

MLLVC financed construction of the Village through the development and sale of houses and apartments on land adjacent to the Village prior to beginning construction on Village dwellings. A number of Olympic dwellings were also pre-sold to the public, although occupation could not take place until after the Games.

- The development of the Village had three main goals:
- to provide the best possible housing and residential facilities for all athletes and team officials
 - to apply the highest possible environmental standards
 - to provide a new suburb for post-Games use.

The Village included about 520 houses, 350 apartments and 350 modular homes. A group of prominent Sydney architects designed a range of housing types including two-storey courtyard homes, manor homes, executive homes and three- and four-storey apartment buildings.

The Olympic Village was planned to become Newington following the completion of the Games, home to some 5000 to 6000 people and the world's largest solar-powered suburb. Newington would also provide some 1600 jobs in a commercial/retail precinct and high-technology business park.

As well as housing, Newington contains a retail centre including supermarket, service station and a range of specialty shops. During the Games these areas were fitted out for use in a range of activities including retail, administration, entertainment and athlete services. A primary school, childcare centre and community centre constructed for the long-term needs of Newington residents were used during the Games as the Polyclinic. The Village design made for easy navigation to services and facilities.

During the Games the Village was broken into, the International Zone and the Residential Zone. The International Zone, where residents could bring guests and meet media, also housed the retail area of the Village.

The highly restricted Residential Zone was broken into five colour zones, with each colour zone further divided into sections identified by the name of an Australian animal. This system operated off a central road that ran the length of the Village, making orientation and wayfinding simple. Dwellings were also numbered.

Environmental design principles incorporated in the Village's construction included alternative energy production from solar-powered housing, low-impact transport, recycling of water and waste, and educational information provided to residents about the benefits of being, and ways to be, environmentally conscious.

For the first time in Olympic history, the streets and names of the Olympic Village were named after Olympic and Paralympic athletes. For instance, 100 m champion Maurice Greene was able to stroll down the streets dedicated to predecessors in his event – Carl Lewis and Jesse Owens – and 1500 m swimming gold medallist Grant Hackett was able to waltz along the street named after his great rival Kieren Perkins. This tribute will live on after the Games, a permanent reminder of Newington's Olympic past.

Dunc Gray Velodrome

The original masterplan for the Homebush Bay site and the Bid plans also had envisaged the Velodrome being constructed at Homebush Bay. However, following lessons learned at the Atlanta Olympic Games it was decided to move the Velodrome away from Homebush Bay to create more space for crowd circulation at Sydney Olympic Park.

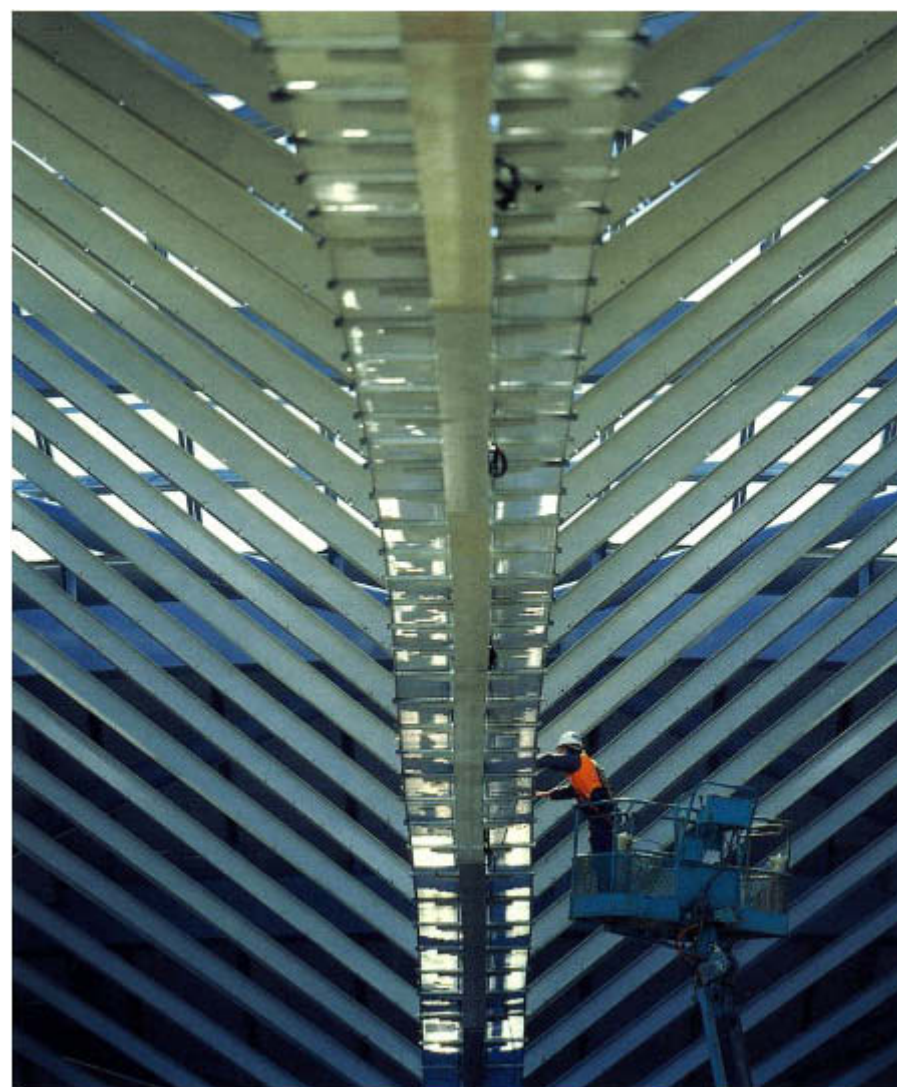
OCA on behalf of the Government conducted a search for a new location. Local communities in Sydney's western suburbs were invited to submit applications to host the Velodrome. One criterion that they were judged on in particular was their ability to ensure the ongoing viability of the facility into the future.

A site at Bankstown, approximately 13 km or 20 minutes away from Sydney Olympic Park, was chosen as the eventual location. The land was provided by Bankstown City Council

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28 and 29. Opposite page: Sydney's Olympic Village is one of the world's largest solar powered suburbs, designed with the latest energy efficient materials that reduced residential energy demand by 50 per cent compared to standard developments in Australia
30. The Velodrome is Australia's first single layer metal shell which provides a totally free span across the track and terraced seating



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under an agreement by which the Council assumed responsibility for operating the facility after the Games.

Construction of the Dunc Gray Velodrome at Bankstown began on 11 September 1998 and the facility was opened in 1999. Set in among parkland and open sporting fields, the Velodrome is without a doubt Australia's premier track cycling facility.

The Velodrome, a compact domed structure with an enclosed area of 11 000 sq m, was designed with a metal decked roof, with skylights and light-controlled louvres to maximise natural lighting and eliminate shadows on the 250 x 7 m baltic pine banked track. Its distinctive roof, modelled on a cyclist's helmet, dominates the surrounding skyline. The A\$41 million facility was named after the athlete who became Australia's first cycling gold medallist in Los Angeles in 1932.

The Dunc Gray Velodrome is more than just a cycling facility. The infield can be configured for other sports such as basketball and badminton and for community uses including exhibitions, trade shows and banquets. Environmental features include natural ventilation via warm air passing out of louvres in the

roof and cooler air being drawn in from outside the seating bowl, and the natural lighting provided by skylights.

Sydney International Regatta Centre

The Sydney International Regatta centre was a fitting venue to play host to one of the greatest Olympic performances of all time – British rower Steve Redgrave's winning of his fifth Olympic gold medal in five Games.

Not many Olympic venues double as popular family picnic spots but that is precisely the case with the Sydney International Regatta Centre, set on the picturesque Penrith Lakes. It is without a doubt the most relaxing Games venue in Sydney.

The Regatta Centre is a prime example of OCA's commitment to environmentally friendly development. Not only does the Regatta Centre contain a number of exceptional ecologically sustainable development features but, like Homebush Bay, is a magnificent example of rehabilitating degraded land for the common good.

The Regatta Centre was built on the site of a former sand and gravel quarry near Penrith in Sydney's west. Originally, the Penrith Lakes Development Corporation, a government body that also contained representatives of the private mining companies that had mined the quarries, was charged with overseeing the rehabilitation of the site into community facilities, including the creation of a system of interconnected lakes in the old quarry sites. Following Sydney's successful Bid and the creation of OCA, oversight of the construction of the A\$36 million facilities for Olympic rowing and canoe/ kayak became the responsibility of OCA.

After rehabilitation of the former sand and gravel quarry was completed, the first stage of the canoe/kayak and rowing facilities at Penrith Lakes opened in July 1995, with competition

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31. The Velodrome's metal decked roof holds glazed central skylights with light-control louvres to optimise natural lighting and eliminate shadows

32. In constructing Sydney's International Regatta Centre, great consideration was given to environmental issues, helping to maintain the existing ecosystem at Penrith Lakes

facilities opened on 12 March 1996. The final stage comprised the two boatsheds and the A\$6.6 million Regatta Centre Pavilion with retractable seating and roofing.

The Regatta Centre features a 2.3 km competition lake with a 1000-seat pavilion, architecturally designed start and finish towers, a 1.5 km warm-up lake and boatsheds for as many as 160 craft. The Regatta Centre was one of the largest Olympic venues, and incorporated seating for 30 000 people in temporary stands created along one bank of the rowing and canoeing course.

The Centre is now home to a variety of rowing and canoeing events, ranging from national and state titles to school and regional regattas. The landscaped and rehabilitated parkland surrounding the lake is open to the public for picnics and cycling along wooded cyclepaths.

Like the other venues built by OCA, the Regatta Centre honoured Australia's Olympic champions in rowing and canoeing by naming various individual facilities or rooms after them.

The Regatta Centre features a wide range of environmental initiatives. All buildings are energy efficient and designed to maximise natural light and ventilation. Solar panels and a water reclamation scheme are also in place.

To help maintain the ecosystem of the lake system and the purity of the water, the lake was stocked with 25 000 native underwater plants and 12 000 bass fish. While an impressive environmental initiative, the introduction of the water plants was not without considerable problems for sports planners.

Following periods of unusually heavy rain, many plants broke off from the bottom of the lake and had the potential to become entangled in the shells and oars of rowers and canoeists. To overcome the problem and ensure it didn't impact on Olympic competition, an extensive harvesting program was put in place to keep the weed down to a minimum during the Games.

Penrith Whitewater Stadium

The Olympic Slalom Canoe Course, also known as the Penrith Whitewater Stadium, was very nearly not built.

First estimates to build the course, for a sport not included in Sydney's bid, were close to A\$12 million. The NSW Government was unwilling to pay this unbudgeted amount and SOCOG appealed to the IOC for slalom canoeing's exclusion on the grounds that the sport had not been part of the bid and thus there was no binding reason to build a facility for it.

The IOC initially agreed with Sydney that slalom canoeing should not be a part of the Sydney 2000 Games. However, the International Canoe Federation (FIC), assisted by the Australian Canoe Federation, began a strong lobby campaign to see the sport included in the Sydney Games, enlisting the support of prominent sports officials and even international statesmen. France's President Jacques Chirac wrote to IOC President Samaranch in support of their stand.

An agreement by the FIC to include the slalom athletes within the overall quota for canoeing, and the introduction of a range of measures to decrease the cost of constructing the facility, finally saw agreement reached on all sides for the inclusion of the sport.

With the introduction of new design and construction techniques, costs were nearly halved, to A\$6.5 million. Importantly, an innovative funding deal was also introduced, with funding provided by the FIC and Penrith City Council, each contributing A\$1.5 million, with the balance from OCA's capital works budget. On completion, Penrith City Council was to undertake the management, operation and maintenance of the course.

The Slalom Canoe Course was constructed at Penrith Lakes on a site adjoining the Sydney International Regatta Centre. The course is a U-shaped channel 300 m in length, varying in width from 8 to 14 m and in depth from 0.8 to 1.2 m. The fall of the water is 5.5 m.

Special reinforced concrete designed by the Commonwealth Scientific Industrial Research Organisation (CSIRO) and Pacific Power maximised the use of recyclable material by incorporating a large amount of fly ash, which is a waste product from coal-fired power stations. Within the channel, movable obstructions of high-density plastic, among the fixed obstructions of natural stones, can be adjusted for different degrees of difficulty.

A head pond was created before the course start line and a tail pond created after the finish line. A mechanical conveyor belt

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33. Generators delivered 14 000 litres of water per second to power the foaming torrent at Penrith Whitewater Stadium

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carries rafts, canoes and kayaks, with their paddlers still on board, from the tail pond back up to the head pond.

The grassed banks of the course hold permanent seating for 5000; during the Olympic Games a further 10 000 people were accommodated in temporary grandstands.

While purpose-built for the Sydney 2000 Olympic Games, the course also provides a venue for national and international slalom canoe competitions. At other times the course is open to the public, providing a safe Whitewater experience and a valuable recreational facility in the western region of Sydney.

Sydney International Equestrian Centre

The Sydney International Equestrian Centre (SIEC), located in the rolling hills of Western Sydney Regional Park, brought a touch of rural NSW to Sydney and the Games. Just 20 minutes away from the Olympic Village, the Olympic equestrian venue had an ambience second to none.

Construction of the A\$38 million centre at Horsley Park, a semi-rural area 28 km west of Homebush, began in November 1997 and was completed in July 1999. The centre features a combined showjumping and dressage main arena which

accommodated up to 20 000 spectators in temporary seats during the Olympic and Paralympic Games. Permanent seating accommodates 2000 people.

Apart from the main and warm-up arenas, the SIEC has a fully enclosed indoor training hall with permanent seating for 800 spectators, a stable complex with 224 stables and tack rooms, an administration building and spectator facilities.

The training and competition courses include 15.4 km of endurance roads and tracks, a steeplechase track and galloping track and a 12 m wide, 7.4 km long cross-country course with 42 jumps.

The arched indoor training hall can accommodate a multitude of uses. With 800 undercover seats, the facility can be adapted for equestrian events ranging from dressage to rodeo, and can also be used for concerts, conventions and community functions.

With an additional A\$6 million development of surrounding parkland, the Centre provides 25 km of horse trails that provide a legacy for all levels of the sport from rider training to elite competition.

During construction of the equestrian site, OCA and its contractors rehabilitated heavily degraded farmland, while accommodating the threatened Cumberland Plain Woodland and protecting the headwaters of Eastern Creek. The site is rich in Aboriginal and European heritage, with former Aboriginal camp sites and significant early European settlement recorded. OCA has ensured that important historical elements will remain intact for future generations.

Australia's greatest Olympic equestrians and their horses were honoured by having parts of the SIEC named after them. The Olympic achievements of seven equestrians and 17 horses were recognised in the naming of arenas, stables, tracks and trails. As the sport of equestrian relies heavily on the teamwork between the riders and their horses, it is only fitting that horses as well as riders were honoured in this way.

Blacktown Olympic Centre

The Blacktown Olympic Centre, home of Olympic softball and the second baseball venue, was one of the last venues to be completed. It was established in an existing reserve of large playing fields some 23 minutes west of the Olympic Village. As with many of the outlying venues, the NSW Government sought expressions of interest from local government areas interested in hosting Olympic sites and maintaining them into the future.

The NSW Softball Centre had originally been located at Sydney Olympic Park but following adjustments to the masterplan it was decided to earmark that site for the development of the NSW Tennis Centre and a new site for Olympic softball had to be found.

The Blacktown region in Sydney's west put up the best case and the NSW Softball Centre will be a permanent sporting legacy not only for the people of Blacktown and western Sydney but also for the many thousands of softball players and fans across New South Wales.

34. The buildings at the Equestrian Centre use simple Australian 'shed' architecture, integrated into the site to produce a tranquil, typically Australian rural environment

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The development of Blacktown Olympic Centre also included construction of three baseball diamonds, the main one with a grandstand with permanent seating for 500, for use as the second baseball venue for the Games. The Centre was also used as an official Games training venue, and for this purpose an Olympic training standard synthetic-surfaced athletics track and grassed throwing facilities were added to the complex.

The A\$30 million development of facilities at Blacktown Olympic Centre was jointly funded by OCA, the NSW Department of Sport and Recreation, SOCOG, Blacktown City Council and the NSW Baseball League.

Sydney International Shooting Centre

The A\$30 million Sydney International Shooting Centre was another Olympic venue whose location was changed from that outlined in the Bid. The Bid had proposed land on a former army base at Holsworthy in Sydney's south, approximately one hour from the Olympic Village.

However, at the time of finalising the site for the venue Holsworthy was not available, as the area was being considered as a possible site for a second Sydney airport. A number of alternatives were proposed, including an existing shooting range in Sydney's east (dismissed as too small) and the disused brickpit at Homebush Bay (too impractical). Finally it was decided to take over an existing shooting range located 29 minutes south-west of Homebush Bay and transform it.

Construction of the project was completed in 18 months. The centre incorporates:

- three Olympic shotgun ranges for trap and skeet events
- a fully enclosed 10 m indoor range for air rifle, air pistol and moving target disciplines
- a 25 m pistol range
- a 50 m range and
- a purpose-built finals range.

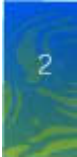
The International Baseball Federation had demanded the establishment of a second baseball venue to ensure that all matches on the Olympic schedule could be played if inclement weather were to delay some games. OCA's original choice for the second baseball venue was to upgrade an existing baseball park in Sydney's west. When it was discovered that this venue had potential contamination problems, it was decided to co-locate the second baseball venue with the new softball centre in Blacktown.

The Blacktown Olympic Centre consists of three softball diamonds. The main field features a grandstand with permanent covered seating for 1000 people, player and spectator amenities, offices for NSW Softball, field lighting and an electronic Scoreboard.

The turfed area of the three diamonds features a special fast-draining surface that allows the ground to dry out quickly after wet weather. During the Olympic Games the softball venue was provided with an additional 7000 temporary seats.

After the Games, a fourth softball diamond was added and the venue became home to NSW Softball. It will be the main training and competition venue for softball players of all grades and will also feature the first wheelchair softball diamond in Australia.

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35. Each of the four diamonds at the Blacktown Olympic Centre featured a special surface which drained rapidly to allow fast recovery after rainfall, minimising competition delays

36. The Shooting Centre, after hosting the Olympic competition, was described as the most advanced venue of its kind

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Around 90 per cent of the timber used in the centre was recycled hardwood. A former abattoir located under Brisbane's Gateway Bridge, a Toowoomba sawyard, a rowing shed in Tweed Heads and a Rockhampton railyard were all sources for the recycled timber.

Australian native hardwoods were chosen for the main building, to reflect the character of Australian rural architecture as well as for safety reasons. The timber was used as interior architectural finishes and safety baffles within the indoor and outdoor shooting ranges. The safety baffles consist of vertical timber slats deliberately positioned to contain bullets within the ranges.

Sourcing recycled timber was just one of the many environmental initiatives that OCA adopted in developing the Sydney International Shooting Centre. Other initiatives were the regeneration and protection of the surrounding Cumberland Plain Woodland, erosion control in the upper catchment of Kemps Creek, the use of natural ventilation and natural lighting

in the main building, noise insulation, and the use of collected rainwater for irrigation.

In addition, the 10 m, 25 m, 50 m and finals ranges were fitted with a fully electronic target scoring system, eliminating the need for paper-based targets. Extensive measures were also taken to control shooting waste through recycling.

The Sydney International Shooting Centre also showcased a unique public art project celebrating the history of the site's traditional Aboriginal owners. The sculpture 'Seven Spears' represents the seven clans of the Gandangara people and the many types of spears used both for hunting kangaroos, fish, birds, possums and other mammals and as objects for ceremonial and social gatherings.

In a tribute to Australia's successful Olympic shooting history the ranges and other features of the venue were named after Australia's Olympic shooting greats.

Bondi Beach Volleyball Centre

The Beach Volleyball Centre at Bondi Beach was not only one of the most controversial of all Sydney's Olympic venues, but ended up being the most atmospheric during the Games.

Sydney is well known for its picturesque beaches and the obvious place to hold the Olympic Beach Volleyball competition was on one of those pieces of golden sand. Three Sydney beaches – Manly, Coogee and Bondi – were examined as possible locations by OCA but in the end nothing could beat Australia's most famous beach, Bondi.

Almost from the day that Bondi was selected, the Bondi Beach Volleyball Centre was mired in controversy. Local residents were concerned about the impact of the large stadium on their local beach and threatened to disrupt construction. Additionally, Waverley Council, which had agreed in principle to the Stadium in 1997, became concerned at the impact of the project in the lead up to their local government elections in 1999.

Bondi could not be viewed just as an Australian icon, however; it was a priority destination for domestic and international tourists as well as locals, and without a doubt its international reputation would be boosted by being the focus of worldwide television coverage during the Games.

In effect, Bondi was the only logical place to hold the beach volleyball competition and the view was taken that the benefits to the Games and to NSW as a whole from holding the competition there would far outweigh the slight inconvenience caused to local residents unable to use part of their local beach.

A community consultation process was instigated by OCA to inform residents of the impacts of the Stadium and negotiations were entered into between OCA, SOCOG and Waverley Council on the scope of works. Around 1000 residents attended the initial community meetings, many of them indicating they would protest when construction commenced. In fact, fewer than 300 people tried to block construction when it began in March 2000 and over the months protest dwindled until it was virtually non-existent.

37. Beach volleyball at the Sydney Games was the first Olympic event ever to be held on an ocean beach

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After months of negotiation OCA and Waverley Council reached agreement in 1999 on a set of principles for the use of the beach, the pavilion and the surrounding parkland.

Ironically, the beach volleyball competition became one of the most sought-after events of the Games. From the first round of ticket orders it ranked as one of the most popular sports.

The atmosphere at the Beach Volleyball Centre and its beachside ambience during the Games proved to be one of the hits of September and images of a sundrenched beach and cheering crowds made perfect free tourist advertising for Sydney.

Under the principles of agreement between Waverley Council and OCA, OCA offered to reimburse Waverley Council for costs associated with relocating community groups from Bondi Pavilion during the Olympic Games period. It offered to reimburse the four commercial tenants of the Bondi Pavilion and Bondi Beach for the effect on their businesses, and the Bondi Surf Bathers Life Saving Club for relocation and other costs during the Games period.

Most importantly, Bondi Pavilion was to receive a A\$1 million upgrade as a permanent Olympic legacy. This upgrade was designed to appeal to Bondi locals and regular users who had been pointing out its run-down condition for many years. The upgrade paid for refurbished showers, toilets and general renovation, including providing access for the first time for people with disabilities by installation of ramps and a lift to make the building wheelchair-friendly.

Alienation of the beach was limited by a narrow construction window. Construction of the supports for the Stadium began in March 2000. The total competition area, required from early August until the end of September 2000, constituted less than 20 per cent of the beach. The remainder of the beach was available for public use at all times. All temporary facilities were removed by November 2000.

Due to the narrow construction window and community concern no test event was held at Bondi for beach volleyball.

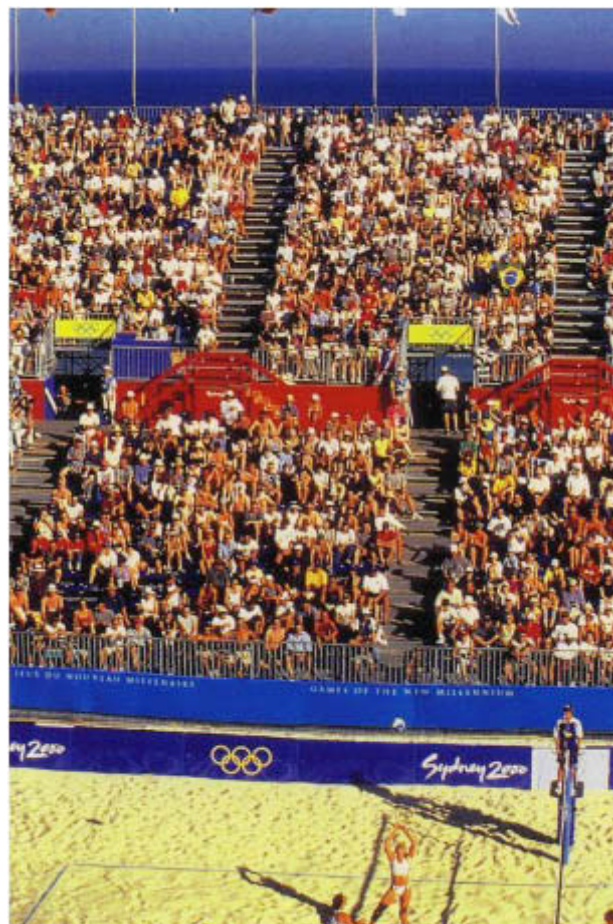
Key features of the Bondi Beach Volleyball Centre included:

- erection and use of temporary structures on Bondi Beach,

comprising a main competition arena seating 10 000, a 400-seat second competition court and five warm-up/training courts

- temporary use of Bondi Pavilion by competition/operations management and media
- temporary use of Bondi Surf Bathers Life Saving Club by the 96 Olympic athletes
- temporary use of parts of Bondi Park for spectator marshalling, toilets, and temporary accreditation and television broadcast facilities
- temporary use of Bondi Beach Public School grounds for Games-time parking.

The wraparound seating at the main Olympic court was a lightweight, open frame steel structure founded on a grid of



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38. The most controversial Games venue, the Beach Volleyball Centre, used less than 20 per cent of Bondi Beach and was removed within a month after the Games

39. The atmosphere and beachside ambience made the Beach Volleyball Centre one of the hits of the Sydney 2000 Games

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about 280 steel screw piles buried in the sand to depths varying from 7 m to 10 m.

The historic Bondi Pavilion housed SOCOG's competition management, media and broadcasting representatives, catering and other event operational needs.

Ryde Aquatic Centre

When Australian water polo player Yvette Higgins scored the winning goal with one second left in the gold medal match against the USA, it was a fitting finish to the inclusion of women's water polo in the Sydney 2000 Olympic Games.

Originally not included in the Games program, it was only through the strongest lobbying by members of the Australian women's team that International Swimming Federation (FINA) and the IOC agreed to the last-minute inclusion of women's water polo in the Sydney 2000 program.

The inclusion of women's water polo necessitated the use of a second pool for preliminary matches of both the men's and women's tournaments.

A number of existing pools were examined in the quest for a pool to be upgraded as a second water polo venue, including the pools at the University of Sydney and Macquarie University. However, an arrangement was reached with Ryde Council, whose council area was just across the river from Homebush Bay, to upgrade the existing Ryde Pool

and turn it into a modern aquatic leisure complex. Ryde Pool has a unique history in Australian swimming as the training facility for many Australian Olympians, including Shane Gould, one of Australia's greatest female swimmers. Ryde Council helped with the funding of construction for the venue and was responsible for appointing a long-term operator for the site.

Fittingly for a sport that had such last-minute excitement attached to its inclusion, the Ryde Aquatic Centre (RAC) was the last permanent sporting venue to be completed for the Sydney 2000 Olympic Games. Construction of the A\$25 million centre was completed within 18 months.

The RAC features an Olympic-size pool suitable for water polo, along with a 25 m lap pool, a leisure pool with a wave generator, a children's pool, waterslide, lazy river ride, sauna, turbo pool and program pool for exercise classes and therapy sessions. It also contains a two-court indoor sports hall with seating and change facilities.

A key feature of the development is the transparency of the building. Large expanses of glass, with passive solar control, provide views through the building to the south, yet prevent solar glare forming across the water surfaces.

Before and after the Games the RAC provided a year-round international standard recreational facility which can be used for school carnivals, lap swimming, exercise classes, aqua-therapy, water polo, swimming for fun, indoor ball sports and other events.

Olympic Sailing Shore Base

Sydney Harbour, the venue of the Olympic Sailing Regatta, is universally known as one of the most beautiful natural harbours in the world. Although Sydney 2000 Games organisers were not able to take credit for the construction of this most scenic of Olympic venues, it was still their responsibility to construct the shore base which would provide support services for the sailing competition.

The choice of Sydney Harbour as the sailing venue meant that for the first time ever in an Olympic Games, the sailing competition would be undertaken in a location that would allow a huge number of spectators access to the action, whether from the foreshores or in pleasure craft outside the racing courses.

The Olympic Sailing Shore Base was temporarily located on a site including parts of Rushcutters Bay Park, Yarranabbe Park, the Sir David Martin Reserve and the waters of Rushcutters Bay.

The shore base was used for logistic support and competition management and did not include any facilities for spectators. Temporary structures for the sailing events included a marina to accommodate up to 250 competition and management craft, with four pontoons acting as dinghy launching ramps along Rushcutters Bay's eastern shore. Tents, temporary buildings, storage containers, broadcast facilities and other event management equipment essential for the events were all located at the Base.

40. The Olympic Sailing Shore Base was located at Rushcutters Bay, just minutes away from Sydney's CBD



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The Olympic Games provided the impetus for demolishing several unrequired buildings within the Sir David Martin Reserve. The remaining buildings, including the Drill Hall, Sail Loft and Federation Cottage, have been refurbished with regard for their historical significance.

Construction of the Olympic Sailing Shore Base brought a number of significant long-term benefits for the area. These included increased access to the foreshore and dramatically improved buildings in the Sir David Martin Reserve. Yarranabbe Park's improvements include a new pathway along the seawall and completion of the seawall balustrade capping.

Long-term benefits include a 10-berth marina with access and facilities for sailing groups with disabilities. A new public jetty for water taxis was also constructed.

Mountain Bike Course

The Olympic Mountain Bike Course was set on a working farm of 186 ha in the suburb of Fairfield, about 30 minutes drive from Homebush Bay. Fairfield City Farm features large areas of Australian bushland in its natural state, open farm pastures and scenic views extending to Sydney's city skyline and the famous Sydney Harbour Bridge.

OCA was responsible for overseeing construction of the course and installing support and spectator services. Primarily funded by Fairfield Council the 6.9 km course wound its way through a variety of difficult terrains, providing the mountain bike competitors with a rigorous and exhausting challenge.

Procurement of Venues

Venues needed for the Olympic Games were categorised as training, competition or non-competition venues, the approach to procurement differing according to their role.

Training Venues

To identify and arrange pre-Games training venues, SOCOG contacted Australia and New Zealand local governments in 1995 and obtained assistance from state governments, including their Departments of Sport & Recreation (or equivalent). In 1996, the *Pre-Games Training Guidebook* was prepared; it was updated in 1997, 1998 and 1999. The *Guidebook* was used principally as an assistance to NOCs to allow teams to make their own arrangements for training prior to the Games.

For training at Games-time, SOCOG, with the assistance of state governments and sporting bodies, identified a total of 55 venues, 38 of them located in Sydney within approximately 45 minutes of the Olympic Village and the remaining 17 for football, located conveniently in the cities of Adelaide, Brisbane, Canberra and Melbourne. SOCOG funded hiring and, where necessary, fit-out for all venues.

In Sydney, the NSW Government's Department of Sport & Recreation assisted financially in upgrading a number of local venues, principally at Regents Park which hosted gymnastics training. OCA also assisted in procurement process, particularly

in respect of the Regents Park site, through its management of the venue hire arrangements.

Competition Venues

More than 30 competition venues were required for the 2000 Olympic Games. Most had been identified at the time of the Bid although the need for others such as the Ryde Aquatic Leisure Centre, the Penrith Whitewater Stadium and the Blacktown Olympic Centre became apparent only later. Many of the venues did not exist at the time of the bid, and it became the task of OCA to construct them.

Whether the required venues existed or were to be built, it was seen as essential that their use for the Games be secured by clear and unambiguous contracts to ensure certainty and accountability.

The bid process envisaged that SOCOG would arrange all venues for the Games, usually by way of commercial negotiation

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41. The Mountain Bike course challenged riders with difficult technical sections including high-speed turns, steep drops and single-track paths as narrow as 50 cm



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with owners and operators; however, this task fell to OCA upon its establishment in 1995 in respect of all venues in New South Wales. SOCOG continued to procure venues in other states for football events by way of contracts with each government.

All existing competition venues in New South Wales were owned by government, whether state government, local government or Commonwealth government. In some cases, they were operated by private sector managers, but more typically they were operated by government organisations, many under specific governing legislation. For example, the Sydney Football Stadium, the Sydney Opera House, Centennial Park and the State Sports Centre are operated by government appointed Trusts under specific Acts of the NSW Parliament.

In the earliest stages, OCA wrote to all venue operators requesting that they make their venues available for Games use, and indicative hire periods were outlined. These dates and the many requirements and conditions of hire were to be explored, developed and negotiated over the subsequent years as more detailed consideration became possible. SOCOG developed its user requirements, OCA and SOCOG developed their overlay and fit-out requirements, other agencies developed their requirements e.g. security and transport requirements and the venue operators clarified their requirements.

Guidelines for the process of procuring competition venues were developed by SOCOG and OCA. Commercial Managers, appointed by OCA and SOCOG, liaised closely to ensure as far as possible that the roles and resources of each agency were coordinated and to ensure that SOCOG's requirements were met by the Government wherever practicable.

In 1997, in order to facilitate financial arrangements, the NSW State Government decided that its government venues would be compensated on the basis of marginal incremental costs where those venues typically did not operate as profit making organisations and did not return a dividend to government. Other venues were negotiated on a commercial basis. This decision ensured that venues would be in no better or worse position financially than if there had been no Olympic use.

Where venues were not owned or operated by the State Government, negotiations were usually conducted in the spirit of that government decision, resulting in hire costs which were substantially less than would otherwise have been the case. In some cases, e.g. Fairfield City Farm, State Sports Centre and Sydney International Aquatic and Athletic Centres, OCA agreed to underwrite the operations of the venue for a period depending on the impact on the venue of overlay and other construction works. Usually, however, a process of compensation for specific revenue loss or additional expenditures was agreed.

Concurrently with the OCA/venue operator negotiations, negotiations between OCA and SOCOG proceeded to enable OCA to licence each venue to SOCOG for its purpose. These arrangements did not apply to venues which were the subject of direct agreements between SOCOG and the operator, such as the Olympic Stadium and SuperDome. As OCA had negotiated each hire agreement essentially for SOCOG's purposes, the SOCOG/OCA licence, which was agreed immediately prior to the Games, was to the effect that SOCOG would accept all of OCA's obligations as expressed in the various individual competition venue hire agreements except those which were clearly inappropriate. Noted specifically in that licence was SOCOG's obligation in respect of insurance for overlay and operations. The licence fee considerations were managed outside the licence agreement by way of exchange of correspondence.

The licence fees, equating to hire fees for SOCOG, were the subject of much attention. The agreed position was that, in respect of existing competition venues, SOCOG would contribute A\$6 million, as estimated at the time of the Bid. In the event, the Government contributed an additional A\$25 million (approximately) in order to procure those venues. In respect of the hire of new competition venues being those which were constructed in order to undertake the Games, SOCOG contributed approximately A\$30 million as rental. The hire fees in all cases related to the entire Games period, including the event period and the period required for installation and removal of overlay, as well as to the test event periods.

42. A proviso in the building contract for the SuperDome ensured it would be available for SOCOG for the Olympic Games period

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In addition to rental of venues, SOCOG was also obliged to meet costs relating to the operation of the venues at the time of the Games. As venues varied as to their methodology in hiring their facilities, OCA defined the basis for rental as the provision of the venue in its 'normal operating mode', such that it was procured and ready for conduct of an event but had not commenced incurring costs of event-related casual staff and had not yet increased its use of power and other services and utilities for the event.

All other costs incurred by the venue during the event period, where they exceeded the normal operating costs, were regarded as event-related costs which were required to be funded separately by SOCOG.

Negotiations with the venue operators were usually at the highest level, involving the Director or Chief Executive of the venue, while detailed arrangements were coordinated in the forum of a Project Control Group of responsible managers representing all major stakeholders. Typically, as significant issues arose at meetings of the Project Control Group they would be added to the list of existing issues presented for consideration during negotiations at Director level; where appropriate, they were addressed in the formal Agreement with the venue operator.

Venue Master Agreements were developed for each venue which addressed the particular nature of its use over the Olympic period, and included a number of issues which were applicable to all hire arrangements. The issues addressed included:

- hire periods for the Games period and for test events
- risks and insurance arrangements
- financial compensation arrangements
- arrangements during exclusive use and non-exclusive use periods during the hire
- early access for technology requirements
- management arrangements during the design, installation and removal of overlay
- staffing arrangements

- signage (clean venue requirements)
- use of logos
- venue plans
- ambush marketing
- assignment rights to SOCOG.

In a number of cases, negotiations involved numerous revisions of the Master Agreement and extended over more than two years as all parties sought greater clarity, and information became available, about the likely course of events over the hire periods. Each revision of the Master Agreement received input from the venue operator, SOCOG and OCA and, in respect of matters of a security interest, from Olympic Security Command Centre (OSCC).

Negotiations were complex due to the often conflicting aims of enabling operators to perform according to their obligations often under their specific legislation while, at the same time, enabling OCA and SOCOG and the other major stakeholders to control and undertake all of their activities in producing the Games. For example, the Sydney Opera House Trust was obliged to maintain its premises at the highest standard to ensure maximum accessibility and image for tourists and patrons before, during and after the Games, and had long-term contractual and other relationships in respect of catering and sponsorship. However, OCA and SOCOG needed to undertake substantial construction activity for overlay, and required a 'clean venue' and special catering arrangements for the triathlon event.

Arrangements for overlay and construction at new venues were generally much simpler than those relating to existing venues as OCA, as part of the acquisition and construction arrangements, had substantial control of arrangements for use of the venue during the Games and test event periods. In cases such as the Sydney International Regatta Centre, the Equestrian Centre and the Archery Centre, where OCA owned and operated the venue, no separate hire arrangement was necessary. However, in other venues, such as the Penrith Whitewater Stadium, specific rental arrangements were put in place for the use of staff, utilities and other services.

43. The 48 ha Media Village at Lidcombe, once a hospital, was refurbished and used to accommodate the world's media. The government-owned site would be for sale after the Games

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44. Australia's cultural icon, the Sydney Opera House, was a key venue, owned and operated by government organisations, which was secured for the Sydney 2000 Olympic Arts Festival. Major events were staged on the forecourt and in the Concert Hall, Drama Theatre, Opera Theatre, the Studio and the Playhouse

In the case of Stadium Australia and the SuperDome, SOCOG procured these venues directly with the operators and in conjunction with the government's arrangements for private sector acquisition, construction and operation.

Non-competition Venues

Non-competition venues were used for purposes such as storage, logistics and security, and to support the Olympic Transport Strategy managed by ORTA. In the latter case a wide array of uses came within the strategy including bus depots, bus layovers, bicycle storage, park and ride sites, fleet car parking and temporary taxi ranks, among others.

In 1999, 300 potential non-competition venues were listed for use during the Games period by OCA, Olympic Roads and Transport Authority (ORTA), SOCOG, OSCC and the Department of Health. As a general principle OCA coordinated the procurement of all non-competition venues required to support the Olympic Transport Strategy, all non-competition venues owned by the Commonwealth Government with one minor exception, and a number of other properties.

Some non-competition venues were procured by SOCOG and ORTA themselves. SOCOG entered into arrangements for a number of requirements including the UDAC, ticket box offices, hotel and other accommodation, Olympic Arts Festival sites, logistics warehouses and technology logistics centres and, together with the Department of Health, hospitals.

Overall, OCA either procured or coordinated the procurement of more than 160 non-competition venues. The sites considered critical to the conduct of the Games were secured by a legally enforceable master deed, lease or licence agreement, while the remainder were procured by exchange of correspondence – these were less critical sites, but nevertheless important to the conduct of the Games.

In addition to the venues procured, a substantial number of negotiations failed or were abandoned because of a change in strategy, the site proving unsuitable, or the venue owner being unable or unwilling to make the site available.

The procurement process was lengthy, usually taking around eight months (but in one case over two years) from the date negotiations commenced to the date contracts were finally executed guaranteeing the availability of the site. This was because of the number of critical tasks which had to be completed before contracts could be executed. For example, the primary user, such as ORTA, SOCOG, OSCC had to, as a first step, prepare a Conceptual Operating Plan detailing how it was intended to use the site; this was then discussed with the venue owner. Then the primary user and OCA would develop a thoroughly detailed Operational Plan in consultation with the venue owner, covering subjects such as traffic and noise impacts, light spill, environmental controls, internal operational activity, staff numbers, temporary overlay facilities, decommissioning arrangements. Following this, a technical specification and overlay design and construction program would be developed and also discussed with the venue owner.

Subject to the concurrence of the venue owner, OCA would then undertake a formal planning process utilising its powers under SEPP38 to achieve planning approval. Assuming budgetary issues were satisfactorily addressed, and all prior actions resolved, including planning consent, OCA would then execute a Venue Master Agreement, lease or licence with the venue owner.

The legal agreements were written to meet the particular circumstances of each venue. Nevertheless, they had some common characteristics:

- rights of assignment to the nominated Olympic agencies in cases where OCA coordinated or controlled the procurement
- site plan showing the land and improvements to be used
- periods of exclusive and non-exclusive occupation
- responsibilities of the parties for insurances, indemnities, and outgoings
- the 'clean venue' requirements
- ambush marketing, and prohibitions on marketing and advertising
- commercial arrangements
- dispute resolution process
- requirements to reinstate the venue prior to hand back to the owner, so that it was returned in the same standard and condition, and state of repair or better, than it was in at the commencement of occupation.

A number of venues critical to the conduct of the Games were provided by the Commonwealth Government under a MOU executed in late 1998 by the Prime Minister of Australia

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AUSTRALIAN TOURIST COMMISSION

and the Premier of NSW. The MOU obliged the Commonwealth Government to provide up to 100 000 sq m of warehousing at half commercial rates to support the Games. The MOU governed the nature and extent of Commonwealth Government support for the Games and included commitments for resources and funding. The Commonwealth Government provided facilities, resources, and funding to the NSW Government for use by SOCOG. Where warehousing was provided, the rental cost of half commercial rates was funded from this source. The definition of warehousing was interpreted liberally to include large areas of open space which had formerly been used for warehousing.

Not all of the sites were agreed by SOCOG as qualifying for MOU-funded rental support so that some rentals were met from other sources. The Commonwealth Government sites were:

- Regents Park Defence Depot, used by SOCOG for gymnastics training and by ORTA as the Olympic bus depot, accommodating 1000 buses
- Randwick Defence Depot, used by SOCOG for container storage and by ORTA as the bus depot supporting the airport
- Schofields Defence Depot, used by SOCOG for ceremony rehearsals
- Penrith Defence Depot, used by ORTA as a bus layover and park and ride site
- Woolwich Dock, used by Water Police (OSCC) to support harbour operations.

Other examples of non-competition venues procured included the IBC, Lidcombe Media Village, Olympic Live Sites in the City of Sydney, Royal Botanic Gardens, Darling Harbour and Pyrmont and numerous park and ride, rail and ride, bus layover sites and ferry wharves. The venue procurement process was an important adjunct to OCA's construction role and critical to successful operations at Games-time.

Accessibility

An accessible environment is one in which people with disabilities and others with access requirements can participate in ways which are equitable, dignified, promote independence and are safe and affordable. Access is not limited to people with disabilities. It covers older people, people with temporary access requirements and families with young children.

A policy process and framework was developed to ensure that all venues built by OCA were fully accessible, and that access issues were addressed in all other venues used for the Sydney 2000 Olympic and Paralympic Games and in all other aspects of Games planning and overlay.

Access provisions were also built into transport planning, Games-time operations, City Live Sites, the torch relay and the cultural festivals. Over time SOCOG and ORTA adopted the same access definitions, principles and policy framework as OCA, the underlying principles being those of inclusion and the establishment of accessible pathways of travel.

From early on in its operations OCA had established an Access Advisory Committee to provide advice and recommendations on strategies and actions to ensure all facilities were accessible to people with disabilities. This committee's membership



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KYLE SMITH/SOCOG

was drawn from a number of Olympic agencies, government agencies responsible for disability issues and community groups that provided assistance to people with disabilities.

The Access Advisory Committee developed a series of Access Guidelines for application to Olympic venues, which covered:

- access and circulation, e.g. ramps, surfaces and finishes, lifts
- amenities, e.g. seating, toilets, furniture
- communications, e.g. hearing augmentation, lighting, information.

All venues and Olympic overlay had to coincide with the Access Guidelines. This meant that right from the first days of construction, all venues built for the Olympic and Paralympic Games were accessible.

Developers were required to develop a venue-specific access strategy based on the Guidelines, using a proforma which covered the use of the venues by the various constituent groups (media, athletes, spectators, workforce, etc.) and in different modes (everyday, big event, Olympic and Paralympic Games). These venue-specific access strategies were monitored and/or audited by members of the Access Advisory Committee. Independent access audits were also undertaken.

The Access Advisory Committee also developed a set of operational principles for access. SOCOG developed a set of Special Needs Policies and ORTA an Accessible Transport Strategy, based on OCA's principles. However, while the policy framework was consistent it was not operationalised consistently or sequentially.



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ROGER SCOTT/SOCOG

45. Beyond the actual competition venues, many non-competition venues had to be sourced and rental contracts negotiated. Rehearsals for the Opening Ceremony, for instance, were held at Schofields Defence Depot on the outskirts of Sydney

46. Accessibility to venues and public transport was a main focus during pre-Games planning. During the Games, a wheelchair-accessible shuttle service operated around Sydney Olympic Park

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This lack of a consistent and coordinated approach across the relevant agencies made the task of developing and operating an accessible environment more difficult. The early views expressed by SOCOG ticketing set the tone in many instances, with the assumption that very few people with disabilities would attend the Olympic Games due to the difficulties involved. This view proved highly inaccurate, as there were subsequently issues with ticketing, movement around Sydney Olympic Park, use of wheelchairs in venues and the Common Domain, all linked to the underestimate of demand.

The other area where major difficulties were experienced was in a shortage of accessible buses at some stages of the operation. Despite the foregoing, it is fair to say that although accessible operations were not completely aligned and in some areas planning started too late, most problems were overcome and the professionalism and dedication of all Sydney 2000 staff, particularly the spectator services staff and volunteers, ensured that accessible operations worked to an extent that had never been seen in a major event in Australia before.

Overall the accessible operations assisted a large number of people whose experience of the Games would otherwise have been impossible or severely restricted. A significant number of thank you calls was received by Sydney 2000 and, as one outcome measure, the number of external complaints to official disability and human rights organisations was very small.

It is notable that the work undertaken by OCA in the development of venues and in overlay has produced the most

accessible sporting venues and public spaces in Australia and that the Games-time operations as demonstrated by the Paralympic Games have set a world-wide standard for access.

Venue Construction and Games-time Management

Significantly, the approach taken to venue development and overlay was to make no distinction between the Olympic and Paralympic Games, so that the number of changes required during the transition period was minimal.

This was particularly noticeable in the Olympic Village, where all accessibility requirements for the Paralympic Games, such as accessible bathrooms and lowered counter-heights in the main dining room, were in place prior to the commencement of the Olympic Games.

OCA's Access Guidelines were based on the Australian Accessibility Standards. In a number of instances where a standard did not exist, agreement was reached about the appropriate approach. This included 0.5 per cent wheelchair and 0.5 per cent companion seating in all venues, and 5 per cent adaptable and 30 per cent visitable housing in the Village.

Access provisions in venues included: wheelchair and companion seating; enhanced seating; hearing augmentation; accessible toilets; 'ambulatory' toilets (in some venues); handrails; signage; tactile ground surface indicators and luminous strips on steps; lowered counter-heights; lighting; accessible pathways of travel; and ramps. The same provisions were built into the Common Domain at Sydney Olympic Park.

Transport and Common Domain Operations

The most important issue in providing accessible transport for an Olympic and Paralympic Games is to provide accessible paths of travel. The approach to accessible transport needs to be integrated from the provision of accessible transport carriers right through to methods of moving people with a disability from transport drop-off points to their accessible seating in the venue.

While all CityRail trains are accessible, all stations are not. People who indicated that they required assistance were provided with a map and pamphlet on accessible railway stations by CityRail. Extra rail staff were also available to assist in this regard. The 12 regional bus routes were required to provide a number of accessible buses per route. Taxi and car drop-off points were allocated as close to venues as possible during the Olympic Games. For Sydney Olympic Park the taxi and drop-off point was at Carter Street near the IBC and the Accreditation Centre. Designated park and ride sites were linked to venues by a series of accessible shuttles. During the Paralympic Games, at both Sydney Olympic Park and satellite venues, car-parking spaces were set aside to be booked by people with a disability. A shuttle service then dropped the person and their carers at the venue. Accessible transport was also provided for all members of the Olympic and Paralympic Families.

For both Games, an accessible shuttle service operated within the site at the two largest venues – Sydney Olympic Park and the Equestrian Centre. At Sydney Olympic Park these shuttles

47. Access ramps were transformed into a stunning design feature for the Olympic Stadium

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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

operated on the loop road and were able to transport persons with a disability, plus one or two companions, between transport terminals and venues. The shuttles were low-floor buses with a minimum of two wheelchair spaces, although most had eight wheelchair spaces. An accessible shuttle was also provided to the archery venue on competition days. With the teething problems with the overall bus service, accessible buses had problems initially, but once State Transit took over management of the buses a few days into operation the system was much improved.

To assist people with a disability to get around the vast spaces of Sydney Olympic Park a number of wheelchairs were provided in the Common Domain. Wheelchairs were also available inside each venue, with a total 271 wheelchairs available across the Common Domain and venues. Wheelchairs were placed at information booths for use by people who had someone to push the chair, and at shuttle stops and transport terminals where a spectator services staff pusher was required. The distance from Northgate to the closest accessible shuttle stop required the use of golf carts down the Holker Street busway. A repair service was established to fix wheelchairs affected by the heavy demand.

A further measure to help those needing assistance was the production of the *Sydney 2000 Access Guide to the Games*, specifically developed to provide people who identified as having an access requirement with the information necessary to pre-plan. It covered both the Olympic and Paralympic Games and had sections on transport, planning, venues, Sydney 2000 and contacts. The various sections were

colour-coded, as was information specific to the Olympic or Paralympic Games. The guide was also produced in large print format, audio tape and braille. A total of 65 000 copies was distributed across both Games.

Separate access maps of Sydney Olympic Park and venues were also produced for the Games.

Access issues were also taken into account at each of the six Olympic Live Sites established in the Sydney Central Business District for the Games. While it was not possible to undertake major refurbishment of the city, specific features of the Live Sites and viewing spaces for the road events and torch relay included dedicated viewing areas for people with mobility impairments, accessible amenities and accessible pathways of travel.

Signage at venues, Sydney Olympic Park and the city used standardised pictograms and colour.

An integrated approach to transport, ticketing and event management is essential to creating accessible pathways of travel. Ticket rounds enabled people who had an access requirement to tick a box with the international wheelchair disability symbol on the application form. There is anecdotal information that discrepancies occurred in the ticketing program mechanism when people with a disability did not tick the box and were allocated non-accessible seats. However, as the wheelchair seating at all venues was never sold out, these people were able to be accommodated at the time of the event.

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48. Sydney's skyline, 14 km from Sydney Olympic Park, can be seen in the distance



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PREPARING THE VENUES

Games Overlay

SOCOG's Games Overlay Program's role was to coordinate the temporary adaptation of competition and non-competition venues and the installation of temporary venues to stage the Sydney 2000 Olympic Games.

The scope of work included implementing the Sydney Olympic Plan as outlined in the Bid Candidature Files, or as varied by the SOCOG Board with the concurrence of the IOC and relevant IFs. It also included:

- preparing the competition schedule with regard to availability of venues
- undertaking needs analyses
- preparing facility recommendations for the SOCOG Board, and
- preparing technical Olympic design briefs.

Through Olympic Co-ordination Authority (OCA), the temporary upgrade, fitout, expansion and installation of 39 competition venues, 72 training venues and several non-competition venues International Broadcasting Centre (IBC), Main Press Centre (MPC), Millennium Marquee was completed in time for the Games.

The Olympic requirements, split into those to be provided through the construction of permanent facilities and those to be provided by Games overlay, were determined for each venue. The critical task in this early period was to define the extent of the permanent works. Once the permanent works were identified, the work necessary for the Games formed the overlay component. To ensure venues met Olympic criteria, the Games Overlay Program defined broad operational requirements, through extensive liaison with the SOCOG Sport Division, IFs and IOC, which were issued to OCA to be included in the permanent venue design. SOCOG and OCA worked closely together in this planning phase to ensure that Games overlay works caused minimum disruption to any venue.

Prior to December 1996, SOCOG was responsible for all aspects of planning, design and delivery of Olympic overlay. OCA was responsible for the delivery of permanent venues that were to be adapted for Olympic use. As OCA had established facilities and structures to carry out the permanent Games work, the SOCOG Board decided that OCA should manage the design and construction of all Games overlay requirements within a Guaranteed Maximum Price (GMP). Subsequently, OCA assumed full responsibility for all overlay activities and funding, including managing the overlay installations during the Games, with OCA and SOCOG teams working on an integrated program to deliver Games-time site management services.

Games Overlay Responsibilities

The Games Overlay Program identified the requirements of those who would be using the venues and managed the overlay planning for test events and the Olympic Games venues. The program produced a technical Olympic design brief for each precinct and competition/non-competition venue for implementation by OCA.

The briefs outlined SOCOG's operational needs, budget and time requirements, and highlighted the basic sport, IF and IOC criteria for the venue, such as:

- field of play size
- number of seats
- number and dimensions of warm-up areas
- lighting specifications

Known operational support areas were also identified and defined, (e.g. size, general location). These areas included:

- Sydney Olympic Broadcasting Organisation (SOBO) compound
- press centre and conference room
- staff centre

A standard brief was developed for each precinct, which formed the basis of the tender documentation issued to prospective operational planning consultants. The brief included:

- general information
- standard guidelines
- venues proposed
- venue-specific guidelines

OCA was initially responsible to SOCOG, as its client, for the fitout of venues for all test events and the Olympic Games. Subsequently, management of the program became a partnership, with OCA accepting all financial and operational risk related to the overlay as part of the outsourcing and extra funding processed to SOCOG by the NSW Government in mid-2000.

Fitout included:

- creating temporary venues
- augmenting existing venues
- providing temporary transport facilities
- assisting management of crowd circulation
- creating the required accreditation zones, and
- helping separate athletes from media except at the 'mixed zone' and interview rooms.



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CHARLES BUTCHER/SOCOG

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1. 'Clubbies' were used for signage outside venues, doubling as information booths and meeting points. In accord with the Look of the Games, they also reflected Australia's colourful beach culture
2. Pedestrian overpasses were installed at Sydney Olympic Park in order to manage crowd flows

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ALEX HESSE/SOCOG

At the beginning of 1997, SOCOG engaged the Broadstone Group, which had worked with Atlanta Committee for the Olympic Games (ACOG), to facilitate masterplans for Games overlay requirements at the various precincts and venues. The group's extensive Games experience helped the Games Overlay Program and other SOCOG Programs understand the size and complexity of Games operations. The venues were grouped under five different precincts: Sydney Olympic Park, Sydney West, Sydney East, Darling Harbour and Interstate Football, to make managing planning easier. Limiting the number of venues under review at one time reduced the number of attendees at meetings and made them more productive.

By October 1997 the masterplanning process had progressed well and provided a conceptual view on how each precinct/venue would be configured and operated at Games-time. The objective was to provide design of the geographic layout of each precinct and venue, including detailed specification for the Olympic overlay at each one. This became a major component of the briefing documentation for OCA. By the end of 1997, plans had been achieved for each venue and the interactive design sessions commenced. These sessions were attended by the venue owners or operators, and the key SOCOG Programs, to further define and coordinate the Games requirements within each venue. Development of a User Requirement Schedule was a major outcome of these sessions.

Run concurrently with the Games overlay exercise was a costing process, which provided an ongoing check against the budget to ensure that the overlay did not become too extravagant. Once the scope was established, each venue underwent a value-engineering exercise with OCA to reduce costs and, where relevant, standardise items across venues. The value-engineering scope and corresponding estimates were reviewed by senior management of OCA and SOCOG and then approved. The concept scope of work based on the value-

engineering architectural brief was forwarded to OCA. OCA prepared a detailed bill of quantities reflecting the agreed scope; this, together with the concept design, formed the brief for the detailed design and construction phase of the overlay.

The detailed design process incorporated several key elements:

- field of play and seating bowl design – crucial for finalising ticketing, construction of seats and resolution of accredited seating requirements, (i.e. SOBO, press, Olympic Family, athletes)
- tents – to finalise ramps, finishes and services
- design notes – completed by OCA/SOCOG as briefing document to standardise services design and delivery
- room layouts and furniture, fixtures and equipment (FF&E) – based on the room data sheets each room as layout was completed, incorporating all FF&E.

Developing Generic Venue Information

To assist the planning teams in their task of scoping the requirements for each venue, a generic venue brief was completed in the first instance, on which all other venues were modelled. This venue brief, based on the Aquatic Centre, provided a guide as to what information was required and in what format. To be read in conjunction with the brief, a generic competition venue affinity diagram, detailing the relationship between the different front of house, back of house and field of play spaces at a competition venue, was prepared. The affinity diagram provided individual programs with the 'big picture' of the venues operations and their own sphere of influence at the venues.

The focus in 1998 was to accelerate the Games overlay design process and identify the scope and budget.

The following strategy was put in place:

- operational planning was to be conducted by SOCOG,

3. The temporary expansion of the Aquatic Centre's eastern stand increased capacity from 4400 to 17 500 for the Games, one of the biggest overlay projects

- resulting in concept designs and detailed cost plans
- planning was to be done on a precinct basis; development managers were appointed with responsibility for each precinct
- non-competition venues would be planned concurrently with the competition venues, and
- focus of design was to find operational solutions to SOCOG requirements and develop plans that responded to the dynamic nature of the event.

Establishment of the Scope of Work

In March 1998, SOCOG and OCA jointly commissioned several consultants to assist in documenting the scope of work. Drawings of the overlay requirements which identified requirements of the venues during the Games were prepared. Detailed room data sheet listings describing the furniture, fixtures, equipment and services required at each venue accompanied drawings.

A review process in October 1998 identified solutions to the high cost of Games overlay at some venues. As a result, fencing was relocated to Darling Harbour, Darling Harbour venues adjusted to accommodate volleyball warm-up facilities, and seating at the Sydney Olympic Park Pavilions was reconfigured. These changes saved A\$20 million.

Originally, items such as sports lighting, power, flagpoles, provision of catering services and cable pathways were put in the 'too hard basket' and passed backward and forward between the Programs. The Games Overlay Program took ownership for all items related to construction and services and defined the responsibilities between the parties. For example, catering services outside the perimeter of the catering compound in a venue were the responsibility of the Games Overlay Program. Services within the catering compound were the responsibility of the caterer.

Operational planning was substantially completed by the end of 1998 with OCA cost plans developed during the first quarter of 1999. Once the cost plans were established the overlay requirements for each venue were reviewed too, so they did not exceed the GMP.

From January to May 1999 intensive reviews of the Games overlay requirements continued, with further cost reductions for competition venues excluding Olympic Stadium, SuperDome and the Common Domain at Sydney Olympic Park and the major non-competition venues.

As part of these processes, it was critical to link with the activities of SOCOG's Procurement Division and Technology Division to commence the process of sourcing and purchasing items to be supplied within and around the overlay and to coordinate through OCA the activities of utility suppliers and, through SOCOG, the Games technology partners. OCA also issued building and development permits for each overlay project.

Venuisiation

The venues, both competition and non-competition, were the focus of much of SOCOG's operations. Planning for the requirements of and moving into venues brought together a range of major activities relating to operating plans, staffing, training, services, equipment and supplies, which resulted in a massive organisation and coordination task.

In 1997 the structure of the SOCOG organisation had been established around specific program areas. Each program tended to operate as a silo with its own three-year budget, staffing, equipment and business plan. Even then, however, it was recognised that it would be crucial for SOCOG to make the transition to a venue-based organisation, with each program's function integrated into a venue team, how the venue teams would operate during the Games, and how other agencies'

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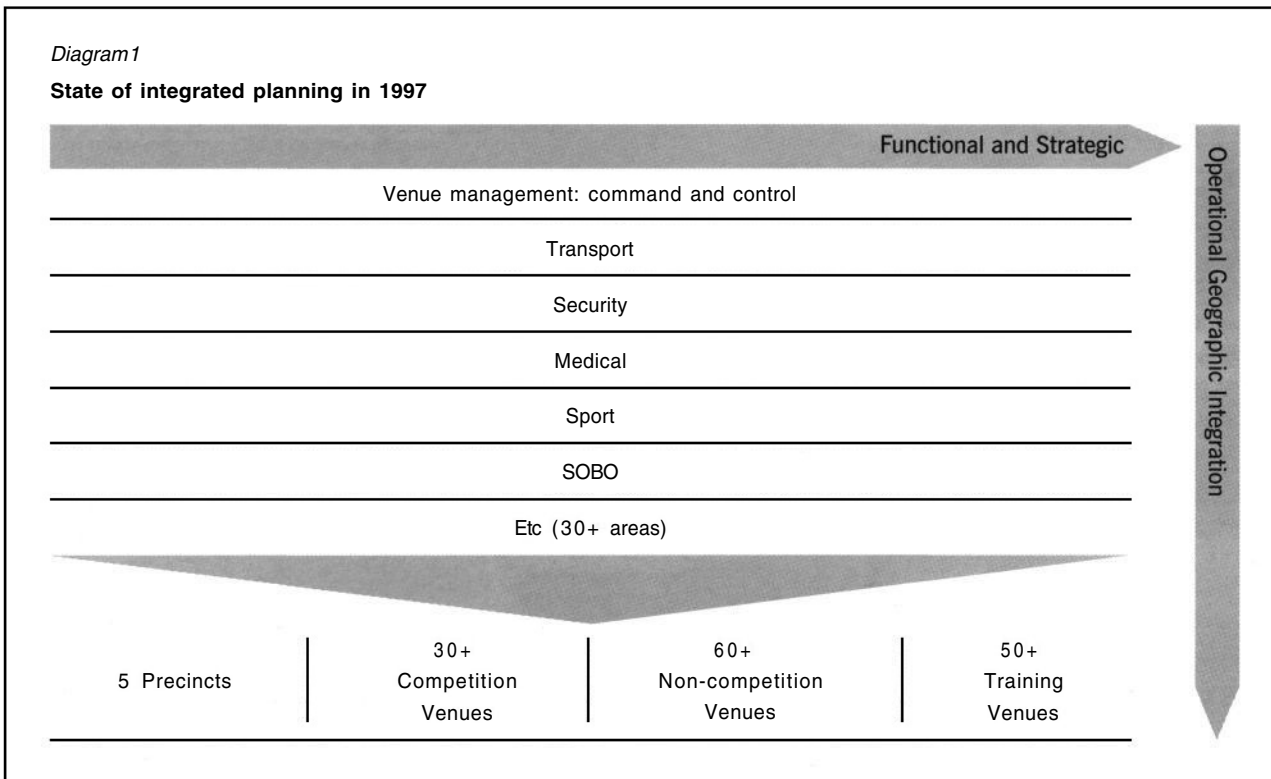
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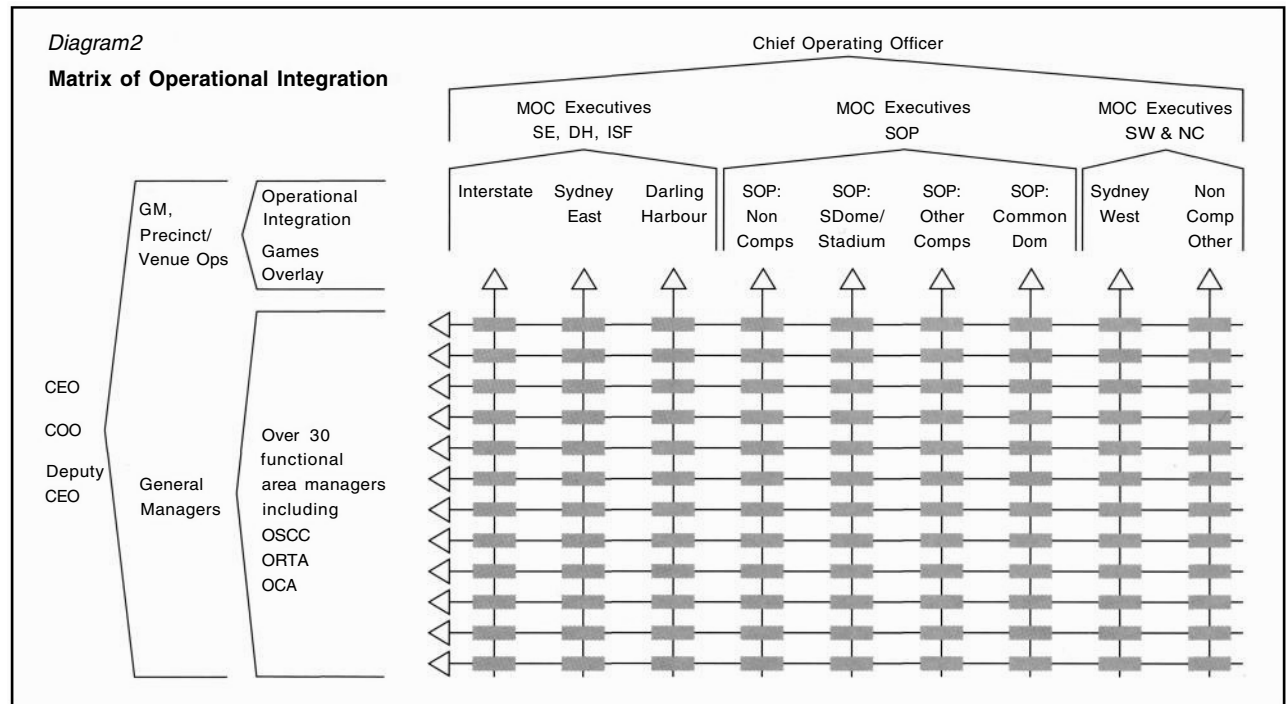


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KIERIAN MADDEW/SOCOG

4. Temporary structures were installed around venues and hospitality areas to accommodate various operational areas. For the Games, 140 000 sq m of such structures were set up – enough to cover an area equivalent to 5000 family homes

5. Look of the Games banners dressed the temporary 10 000 seat Beach Volleyball Centre at Bondi Beach, giving it a clear Sydney 2000 identity





activities would be integrated at the venues (OCA, Olympic roads & Transport Authority (ORTA), Olympic Security Command Centre (OSCC), etc.). A related issue was the coordination between each venue and the urban domain, the area outside the venue.

From mid-1997 onwards a process of venueisation commenced to evolve SOCOG's organisation structure and base it around the 140-plus venues. It was the responsibility of the Precinct/Venue Operations Division to transform SOCOG from organisational planning to operational planning, under the direction of Deputy CEO and Chief Operating Officer, Jim Sloman. At the same time, key government agencies were evolving their planning to focus on operational needs within venues, the Common Domain at Sydney Olympic Park and the urban domain.

To facilitate a coordinated approach to operational planning, an Event Operations Group was set up by SOCOG with high level representation from OCA, ORTA and OSCC. (See Diagram 1, page 89.)

A good way to visualise the two dimensions driven by Precinct/Venue Operations is through a matrix diagram. (See Diagram 2, above.) Each of the little black boxes in the matrix diagram refers to a Program area representative. As an example, in such a structure the Archery Centre Doping Control Manager would have had two reporting lines – horizontally, reporting to the Program Manager, Doping Control; vertically, to the Venue Manager.

The Precinct/Venue Operations Division coordinated the management of vertical line reporting and the evolution of the Venue Teams that operated during the Games. Once this process was completed the Precinct/Venue Operations Division was responsible for managing each of the venues via the Venue Manager, who was the key integrator of all functions and the leader of the venue at Games-time. The Venue Manager reported directly to the General Manager, Precinct Venue Operations but each Venue Manager also had access to the Main Operations Centre (MOC) Executives from OCA and SOCOG,

whose task it was to assist the Venue Manager in problem solving and to address issues with implications beyond the venue.

In the same way as the matrix diagram shows the MOC (the key centre for the event), eventually 'main' operations centres would exist also for areas such as Security, Urban Domain, Transport and Waterways, to deliver not only Olympic services but other services during the Games. A key feature of Games-time operations was the coordination between these 'MOCs' through GCOG.

It did not make sense, three years out from the Games, for SOCOG to evolve straight to the venue teams. It would have been far too costly for the organisation to establish venue teams so early. To create one Olympic Games and not 28 world championships being held concurrently, SOCOG needed a clearly defined model to work from.

OCA, ORTA, OSCC and (for Sydney Harbour) the Waterways Authority were going through similar processes to deliver within each venue their obligations to SOCOG and generally to meet their wider obligations to the community during Games-time across the urban domain.

SOCOG's evolutionary approach to becoming a venue-based organisation can be summarised diagrammatically. (See Diagram 3, page 87.)

Major Initiatives in 1997

The first phase of SOCOG's evolution to a venue-based organisation can be described at the 'concept of operations' phase. Throughout 1997 SOCOG's organisational structure was still based around Program areas. A Core Team consisting of representatives of the key Program areas across SOCOG was formed to establish overall operating principles as a venue-based organisation. The Core Team met once a week to discuss key policies and procedures and also met in sub-groups (or 'integrated planning groups') to define each Program area's role in a venue and determine the policies

6. Once the organizing committee moved into its Games-time structure, planning teams began to focus on precincts and venues



required to document the complex procedures of all activities happening within a venue at Games-time.

The key to preparing the detailed operations of the venues was the report Generic Concept of Operations for the Competition Venue. This three-part report, approved by the SOCOG Board in March 1998, was endorsed in principle by the other key Olympic agencies (OCA, ORTA, OSCC). The report documented the major operational principles in staffing, equipment and site design to be used across all venues. It included a strategy for the evolution of the venue teams, step-by-step, through 1998, 1999 and 2000. This concept of operations formed the basis of all venue planning for the next three years.

In 1997 the Precinct/Venue Operations Division asked each program that had a role in the venues, such as the Medical Services Program and Language Service Program, to prepare their own 'generic operating concepts' document. Through the preparation of these documents the delineation of responsibilities of all program areas with an operating role in a venue was established.

Major Initiatives in 1998

In 1998 SOCOG's focus was on transferring the concepts of operations into live venue operating plans. In the first half of 1998 the Model Venue Operating Plan based on the Aquatic Centre was developed.

The Aquatic Centre was selected because it was:

- both an Olympic and Paralympic venue
- considered a very complex venue with four disciplines and constant changeovers, and
- was situated in Sydney Olympic Park, which made it more complex.

In July 1998, the Core Team broke into nine Planning Teams and replicated the work at the Aquatic Centre to all competition venues. Each Planning Team had a Planning

Team Leader (PTL) and four or five venues to plan for. PTLs sat in proxy for the ultimate Venue Managers, who would be appointed in July 1999. The process for each area proceeded from development of a concept of operations, resolution of issues and detailed planning in preparation for implementation in integrated venue teams. At the same time, the other Olympic agencies were also going operational and a series of high-level groups were now commencing detailed urban domain planning, particularly in the city.

A major initiative in 1998 was the preparation of an integrated Urban Domain Operations Plan, coordinated by OCA, to support the staging of the first Sydney 2000 test event – sailing at Rushcutters Bay. This Plan contained a major public communications strategy and details on a range of issues, including the impact of the event on road management, parking for nearby residents and noise impact, and demonstrated that in operational planning for a successful event, the operations of the urban domain must be just as carefully scoped and planned as those of the event venue.

The major activity of 1998, however, which helped to prepare Sydney 2000 for the Games, was the first staging of the Royal Easter Show, Sydney's biggest annual event, at Sydney Olympic Park at Homebush Bay. This was effectively the first of a series of 'non-Olympic test events' which enabled OCA, ORTA, OSCC and the NSW police in general to test their operational capacities, particularly in relation to transport and large-scale crowd management. SOCOG staff participated in the event to gain first-hand experience and also to provide evaluation and feedback for the future. Subsequent Royal Easter Shows in 1999 and 2000 provided the basis for the crowd and transport management skills demonstrated to the world during the Sydney Olympic Games.

Major Initiatives in 1999

'Practicing, practicing, practicing' was the theme for 1999, with the start of the 40 test events that SOCOG would run over

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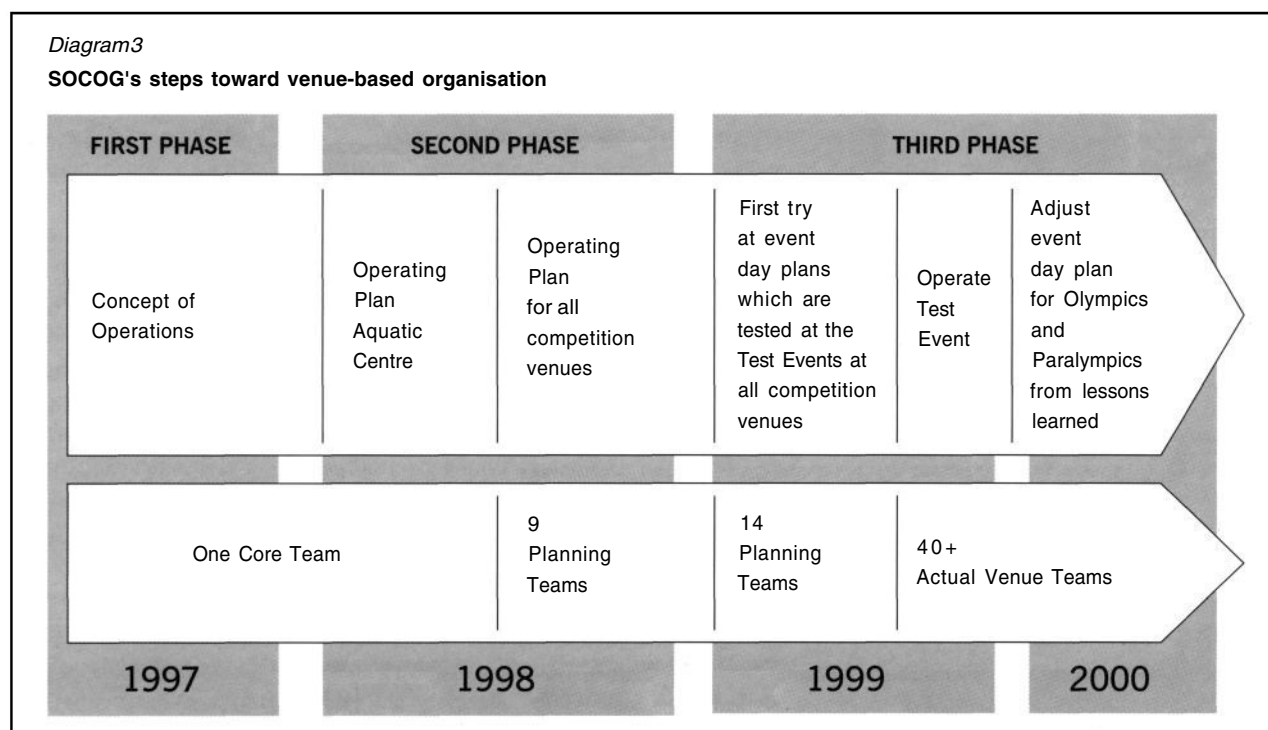
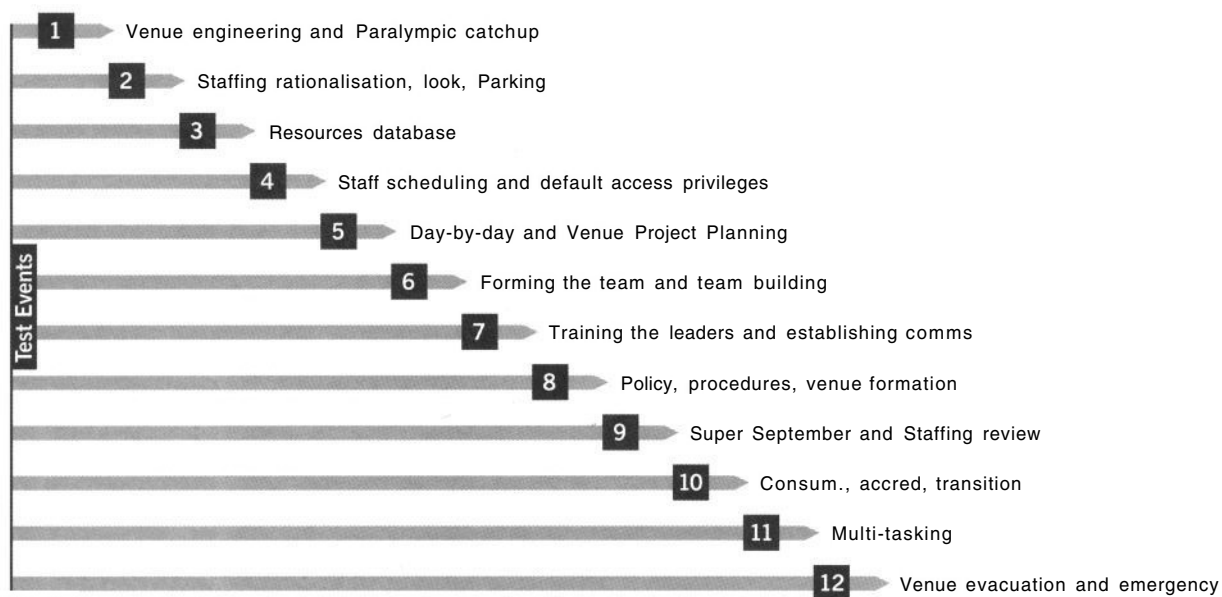




Diagram 4

Graphic representation of a four-week planning cycle



1999 and 2000 peaking with 11 test events in Super September 1999. Each of these events was supported by appropriate planning and operational activities within OCA, ORTA and OSCC. In January 1999, the nine Planning Teams were further broken down, into 14 Teams, each one under a PTL.

By July 1999 the Venue Managers had been appointed and Venue Teams were able to focus on one venue at a time, with planning progressing to a much greater level of detail.

In August 1999, the Games-time reporting structure was also established, with the Venue Managers reporting to their relevant MOC executives. The activities of 1999 were organised around four-week cycles of detailed planning.

Every four weeks the Core Team, comprising all leaders of each Program area and key representatives of Planning Teams and, later, venue teams, assembled to hear the 'assignments' for the next four weeks and to review any policies or issues emerging from any of the venue teams. These assignments were based on further finalising details for the operation of the venues during the Olympic Games. (See Diagram 4, above.)

Operational Planning in 2000

The focus of 2000 was preparing the Event Plan documents, the last stage of operational planning. At the beginning of 2000, while venue teams were well established, there were still 16 test events to be conducted before the Games. Venue teams continued to evolve under the Venue Manager, as more and more Program areas dedicated representatives to each team. Venue teams began to sit with each other at Games Headquarters and began slowly to move out to the actual venues, led by the Stadium, whose personnel moved out in late 1999.

The key focus of 2000 for the Venue Teams was on two things: building the teams and contingency planning. Contingency planning, in particular, was very rigorous through 2000, rolling out pre-prepared procedures and issues for the venue teams to think about on a fortnightly basis, such as venue evacuations, injuries, health, bad weather, utility failures, personnel contingency, major incident planning, technology failures, hazardous materials, consumables, transport, urban domain and venue-specific contingencies. This process was closely coordinated with OCA, ORTA and OSCC, particularly as many of the key functions both within and outside the venues were the responsibility of these agencies, either by agreement with SOCOG or in view of their statutory or ownership roles.

The Games-time operations of the Precinct/Venue Operations Division were decentralised to the venues, each team being led by the Venue Manager responsible for conducting their 60-day events. Most of the Venue Managers and their teams spent the month of August 2000 ensuring that the final furniture, technology, overlay and staffing were in place at the venue. During August, the teams also focused on final contingency planning, and ran real-time exercises designed to simulate reaction to fires, major weather problems and security incidents. By late August the teams were ready for their many sets of rehearsals and training days. Technology dress rehearsals, competition dress rehearsals and volunteers' venue training were held during the last two weeks of August.

Workplace Issues

The venueisation process was paralleled by a massive increase in SOCOG staffing to meet the requirements of venues. This increase began in 1998 and progressed steadily to mid-2000. Between July and September of that year, the number of SOCOG staff more than doubled, to a total of 2971. At the same time, there was a huge inflow of volunteers and the staff of other Olympic agencies also increased.

The acquisition of staff in these numbers raised issues of recruitment, training, supervision and industrial relations. As by far the largest increase was in SOCOG, the major part of this responsibility fell to that agency's Games Workforce Division, reporting to the Chief Operating Officer. A significant development was the Sydney Olympic and Paralympic Games 2000 (State) Award of 29 January 1999, made within the NSW industrial framework, which ensured that all organisations tendering services to SOCOG had certainty regarding rates and a stable workplace during the Games. The award covered security, catering, housekeeping and cleaning staff, and existing venue staff such as ushers and ticket takers.

Staff planning continued alongside venuisation through late 1997 and 1998 with staffing data becoming more operationally realistic as venue plans developed and testing against budget occurred. A scheduling and rostering system was developed in 1999. To ensure a well-prepared workplace, a Workforce Training Strategy was prepared with the NSW Department of Technical and Further Education as Official Training Supporter. The resources of that department were then used for the design, development and delivery of induction and general training across all areas of need. Job specific training was provided by program areas in venues, including during test events.

Procurement

The Acquisition Process

An independent procurement function was established in August 1997, coinciding with the appointment of a general manager, to provide procurement, rate card and logistics services for the Olympic and Paralympic Games. Procurement mainly occurred in the years before 2000; in that year the focus shifted to Games-time logistics. The Procurement function ensured the acquisition of all goods and services, defined as identification, procurement, delivery, warehousing and disposal, and achieved the best possible result in both costs and terms while meeting requirements, including satisfying the highest levels of probity. As SOCOG grew, it had become evident that in allowing functional units to obtain goods and services for themselves, opportunities were being lost to maximise buying power and reduce costs.

The responsibility for the acquisition process was assigned to the Procurement Division following analysis of timelines developed for ordering some 169 categories of goods and services identified late in 1997. There were three categories of supplier: official (sponsors, etc.); preferred (selected after tender or quotation); and other, for minor purchases.

A tender was required for all proposed expenditure in excess of A\$50000. Procurement provided advice and assistance to all program areas and managed the tender process and the disposal of SOCOG's Olympic Games assets.

Logistics

In accordance with SOCOG's acquisition process, the Logistics Program managed delivery scheduling, storage, transportation and installation; maintenance of selected items; and removal of material and equipment necessary for staging the Games.

The Program acted as service provider of venue specific logistics with the venue management teams as clients, providing input, assessment and recommendations on the supply chain functions within each procurement and marketing package.

To service the major needs of the Games, an Olympic Games Logistics Centre was created 2.5 km from Sydney Olympic Park. It was critical to the overall success of the Games and was utilised by SOCOG, ORTA and sponsor organisations throughout 2000, providing a centralised information, coordination, scheduling, warehouse storage and marshalling yard facilities in a 25 000 sq m site. Approximately 15 000 sq m was occupied by SOCOG's warehouses and the remainder was sub-leased to Sydney 2000 Logistics partners.

A Master Delivery Schedule was created for each venue to ensure successful management of venue security and access, compliance with Games-time road restrictions and avoidance of delivery delays.

Scheduling for smooth deliveries within Sydney Olympic Park was complex, with only the hours between midnight and 6 am each night available to resupply venues. This included coordinating the movements of 350 semitrailers making more than 500 deliveries of 2500 tonnes of freight to 50 delivery points through the Park in close cooperation with the Homebush Bay Operations Centre.

To facilitate the application of laws and regulations, the Program developed a strong working relationship with the Australian Customs Service and the Australian Quarantine and Inspection Service, with some members of both organisations seconded to SOCOG. Inspections were performed at Olympic venues to expedite the clearance of freight. At Games-time, the Sydney 2000 Customs Manager was based inside the organisation.



CHARLES BUTCHER/SOCOG

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- 7. Logistics compounds were set up at all venues. The complexity and size of the logistics operation for the Sydney 2000 Games was on a scale never experienced in Australia
- 8. Sport equipment was stored at the Olympic Logistics Centre
- 9. The mammoth logistics operation involved 1500 staff in 130 venues, hundreds of vehicles and thousands of deliveries



7 CHARLES BUTCHER/SOCOG



8 NICK WILSON/SOCOG







COMPETING AT THE GAMES

Sport Management

When SOCOG was established in November 1993, it was in an excellent position in regard to sport management, because of the detailed planning already undertaken and documented for the Sydney 2000 Bid, In particular:

- sites for all venues had been approved by the IFs and the NSW Government;
- the competition schedule had been agreed by the IFs, including the dates of the Games and the allocation of sports across the 16 days of Olympic competition;
- excellent relations had been developed with the majority of IFs;
- as part of the bid a provision was made to host a number of sports should they be added to the Olympic Games program e.g. beach volleyball, softball, canoe/kayak slalom, triathlon, taekwondo, women's football, golf, and possible venues had been identified;
- a commitment had been made to the staging of test events in cooperation with the IFs across all sports/disciplines;
- a commitment had been made to meet NOCs' freight costs for competition equipment in equestrian (horses), sailing, canoe/kayak and rowing; and
- Australia had a demonstrated record of successfully staging major international sporting events in the past 10 years, with a commitment towards volunteer resources and strong management practice.

Early Planning

During 1994 venue plans prepared during the bid were reviewed and revised. Other priorities were the establishment of an initial SOCOG structure across all Programs, and continued consultation with the IFs and the IOC Sports Department in terms of setting key priorities and milestones for sport.

SOCOG undertook a technical evaluation of a number of major international sporting events as preparation for staging Olympic sports competition. These events included:

- Olympic Winter Games (Lillehammer)
- International Football Federation (FIFA) World Cup (Los Angeles) and Observers' Conference (Dallas)
- Commonwealth Games (Victoria, Canada)
- World Artistic Gymnastics Championships (Brisbane)
- Men's World Hockey Cup (Sydney)
- Women's World Basketball Championships (Sydney)
- Sydney International Marathon.

Technical evaluations of major international sporting events, both in Australia and overseas, continued in the ensuing years, particularly by the competition managers after they were appointed.

The first visit to the Atlanta Organising Committee for the Olympic Games (ACOG) was also undertaken for study purposes and to establish a strong relationship with senior ACOG staff.

The small number of SOCOG staff meant that early planning for a number of non-sport program areas was also undertaken by the Sport Division. Responsibility for detailed planning in these areas was progressively transferred to other staff as they were appointed.

Selection of Competition Managers

Following review of the Los Angeles, Seoul, Barcelona and Atlanta OCOGs it was agreed to appoint a competition manager for each sport. Advertisements for these positions were placed nationally in June 1995. The objective was to identify the most suitable candidates in each sport in sufficient time for them to attend the Atlanta Olympic Games as a major learning exercise in staging Olympic competition in that sport.

In recruiting competition managers the key objectives were to identify suitably experienced Australians with strong organisational and management skills, a background within their respective sports, and preferably international sporting event experience and established relationship with IFs. Regular consultation was held with the Australian Olympic Committee (AOC), the Australian Sports Commission and the respective

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1. Sydney's sport competition was the biggest in Olympic history with 10 651 athletes from 199 countries competing in 300 events
2. Technical officials appointed by the International Federations ensured all events ran without controversy



STU FORSTER/SPORT



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3. As part of the early planning for the Olympic competition, suitable venues needed to be secured or built. The site for the Sydney International Equestrian Centre was only chosen after the venue proposed in the Bid proved to have some disadvantages

National/State Sports Federations. A short list of candidates was developed for each sport through a selection committee. A comprehensive series of interviews were conducted across Australia, references checked and recommendations made by the selection committee to the SOCOG CEO and AOC President for their respective approvals.

In August 1995 the athletics competition manager was the first appointed. He was employed in cooperation with Athletics Australia on a 50/50 salary-shared basis, 12 months ahead of the planned start date. This was so he could assume organisational responsibilities for the World Junior Athletics Championships in Sydney in August 1996.

While the National Sports Federations (NSF) were kept informed of the process, and given the opportunity to comment on the short list of candidates in their respective sports, the final appointment remained the prerogative of the SOCOG selection committee. This was not acceptable to a number of NSFs in terms of the final selection of the candidate, but the direct involvement of the AOC helped in large part to overcome this problem. The short list for each position was also provided to the relevant IF for its comment. Only in one sport (wrestling) was SOCOG forced to look outside Australia for suitable candidates.

The competition managers were progressively engaged, wherever possible, on an initial part-time basis followed by full-time employment depending on their personal circumstances and, importantly, the perceived demands of the particular sport, with particular priority for those whose Olympic venue had yet to be built.

Competition Venues

During 1995 revision of the competition venues took place as more detailed planning was undertaken. A number of venue sites were changed following consultation with the relevant IF and the IOC Sport Department. Changes were agreed when it was demonstrated that the change in venue was both beneficial and an enhancement on the bid proposal. A good example of this was the equestrian site.

While approved by the International Equestrian Federation (FED), more detailed planning and cost estimates made it clear that there were many disadvantages to the site proposed in the bid. An alternate site was identified just three km away, which proved more suitable in terms of the terrain necessary for the cross country events, far greater suitability from a legacy perspective and which, being in close proximity to the mountain bike venue, would lead to operational efficiencies and savings.

Whenever a venue change was proposed the relevant IF was fully briefed in order that their support could be gained prior to submission to the IOC Executive Board for its formal approval.

The Atlanta Games

In the early months of 1996 SOCOG planned for an extensive technical evaluation of the Atlanta Olympic and Paralympic Games. This involved the attendance of all competition managers, key staff from SOCOG Venue Management and the secondment of a number of SOCOG staff in key roles within ACOG in order to gain 'on the job' experience. These seconded positions included Venue Management, Village Operations, Security, both within the Village and externally and Sport.

More than 100 SOCOG staff, representing most Programs, attended the Atlanta Games. Also attending were members of the SOCOG Board, NSW Government representatives and existing venue managers. Collectively they undertook an extensive evaluation of the Games across every facet of organisation, including the torch relay.

The technical evaluation of Atlanta was both expensive and time consuming. However, it provided an exceptional learning experience for all those involved since for most staff, Atlanta was the only Olympic Summer Games that they would experience prior to the staging of the Sydney 2000 Olympic Games.

The evaluation period enabled SOCOG staff to gain closer working relationships with the relevant IFs, the IOC and other parties involved in staging the Olympic Games. Another objective was to identify prospective staff within ACOG who could be beneficial to SOCOG. This was a valuable exercise and SOCOG recruited a number of ACOG employees including two Australians.

Following the Atlanta Games, the focus of the international sports community and the IOC clearly shifted to Sydney. There was a significant increase in visits by IFs and NOC seeking to confirm their venues, sites and all arrangements necessary for the staging of the Games. Many were disappointed with a number of aspects of the Atlanta Games which they were determined would not be permitted to occur in Sydney.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

The Sport Division

In 1996 the Sport Division was formed, comprising Sport Competition, Sport Planning, Sport Technology, NOC Services, Olympic Family, Medical, Doping and Language Services.

A key issue was whether to follow the Atlanta model and divide the 28 sports into four to six planning groups based on similar sports (e.g. aquatic sports, outdoors sports, indoor sports, etc.) or on similar teams based on geographical venue locations. After much debate, it was agreed not to split the sports, but rather create three streams of sport organisation; Sport Competition which included the competition managers and matters directly relating to the organisation of each sport competition, Sport Technology, and Sport Policy and Operations.

The establishment of the Sport Technology Program was invaluable in that it enabled the Sport Division to provide a sport specific focus to the increasing technology demands. Further, it provided a level of sports expertise to support the Technology Program in its planning of the necessary technology systems for the Games.

Sport Governing Bodies

Each year SOCOG representatives attended the annual meetings of the Association of Summer Olympic International Federations (ASOIF) and the General Association of International Sports Federations (GAISF). These meetings were important for SOCOG to attend as they brought the most senior representatives together in the one forum allowing Sport Division staff to have one-on-one meetings with each federation. SOCOG also presented to the General Assemblies on planning for the Games.

These meetings, and regular contact with the IFs, enabled good working relationships to develop making it much easier to negotiate venue changes and other matters.

The Sport Competition

Successful sporting competitions are the base of great Olympic Games, regardless of other circumstances. Most IFs rated the competitions of the Sydney 2000 Olympic Games the best ever in the history of their sports. This is an important result for Sydney and the evolution of the Games.

The Sport Competition Program planned and managed the competitions of the 28 sports and 16 disciplines of the Sydney 2000 Olympic Games. Competition Manager arranged competitions in accordance with the requirements of IFs, the IOC Charter, and the Host City Contract.

Within SOCOG the Program Manager, Sport Competition reported to the General Manager, Sport Division. Assisting the Program Manager were four project officers who worked on issues affecting all sports. These included provision of IF accommodation and accreditation, detailed competition activity schedules, competition schedule contingency planning, cooperative agreements, milestone planning and issue identification and tracking. The management of Sport

Equipment, previously a Sub-Program of Sport Policy and Operations, was transferred to the Sport Competition Program.

The 28 Competition Managers had extensive sports administration experience and were experts in their particular sports. They were responsible for operations relating to the field of play, including preparation, maintenance and removal of the field of play and sports equipment, monitoring access control, and ensuring the appropriate standards of presentation and technology-related services such as timing and results were provided as defined. Competition Managers worked closely with Venue Managers to ensure all requirements were met. The Sports Competition Program additionally assumed the venue management functions and responsibilities at training venues.

Competition Managers reported to the Venue Manager on venue-related issues such as access zoning, camera positions, technology, office and furniture requirements and transport, while reporting to the Sport Competition Program Manager on sport-specific issues such as staff, competition schedule, test event operations, fields of play, accommodation and technical officials.

Role of International Federations

The Sport Competition Program was the contact point between IFs and SOCOG. The relationships between Competition Managers and IFs were of paramount importance. Initial contact with the IFs had been made by Sydney Olympic 2000 Bid Ltd (SOBL) during the bid period. These relationships were developed and strengthened in the lead-up to the Games by Competition Managers attending Association of Summer Olympic International Federations (ASOIF) and General Association of International Sports Federations (GAISF) meetings, world championships and IF congresses and during IF visits to Sydney for test events.

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- 4. The release of the competition schedule in May 1999 was a major milestone in Games-time planning
- 5. All facets of the sporting competition had to be coordinated with the International Federations and the IOC. Annual meetings allowed a close working relationship between SOCOG and the relevant governing bodies



RUTH GRAYALLSPORT 4



BRENDON READINGSOCCOG 5

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The role and responsibilities of the IF were set out in the Cooperative Agreement with SOCOG. Essentially the IF determined the technical requirements of the sport, which were then passed on to SOCOG competition management. These IF rights and responsibilities included: appointment of two technical delegates for each sport (more for those sports with several disciplines) to oversee SOCOG's planning and operations; specification of the competition format and approval of the competition schedule; approval of the competition and training venues; definition of the qualification system based on the athlete quota determined by the IOC; specification of the sports equipment to be provided from nominated suppliers; approval of transport plans for the IF, athletes and officials; attendance at test events; nomination of the international technical officials; agreement to the number of national technical officials; approval of the explanatory booklet; involvement in the development of Olympic Results Information Service (ORIS) and the results systems and field of play layouts.

Role of Australian National Sports Federations

While the role of the Australian National Sports Federations (NFs) was not set out in a formal agreement, they exercised considerable influence over sports included in the Sydney Games. The NFs had input into the appointment of Competition Managers, and many competition management staff were seconded from NFs and State organisations.

Where SOCOG adopted existing NF events as test events, a MOU was signed between the two parties, which was similar

6. Test events were held for every sport to try out event formats and venues in preparation for the Games

in content to a Cooperative Agreement. In these cases, the NF also had representation on the event management committee.

NFs were responsible for:

- nomination of the national technical officials in most sports and
- discussion with SOCOG on venue or equipment legacy matters.

The Test Event Program was a critical element in the preparation of the Competition Managers for the Games and for strengthening the working relationships with the IFs. The more substantial the test event, the better the opportunity for learning. The Competition Managers agreed unanimously that test events that resembled as closely as possible the coming Games-time events were an essential part of successful preparation.

Competition Schedule

The competition schedule was first articulated in the bid document. It was based on the Barcelona schedule with the sports on the program at that time, with competition formats and venues also detailed. Following the awarding of the Games to Sydney, further analysis of the schedule was undertaken with the additional sports of softball, taekwondo and triathlon added together with information on their venues.

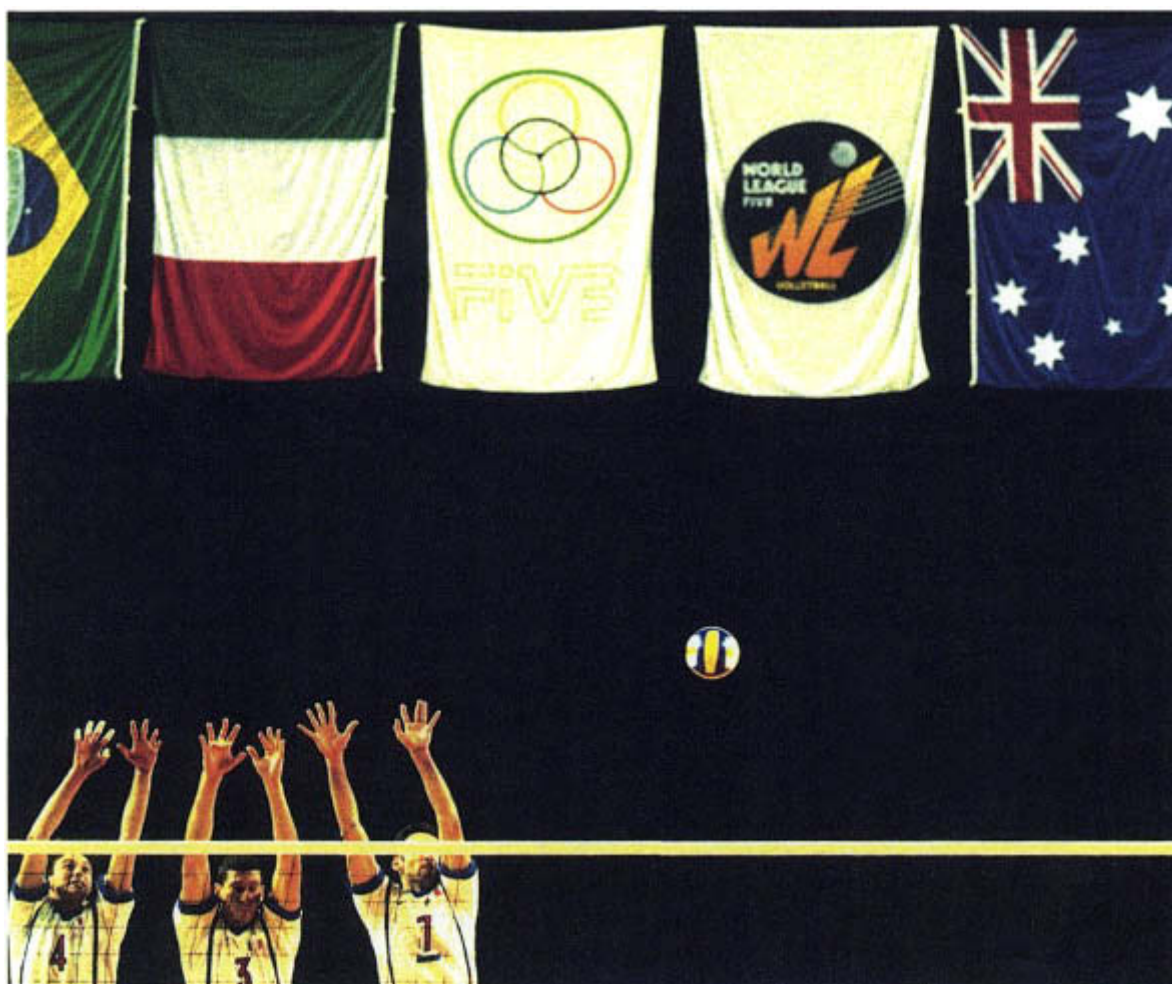
At this point in SOCOG's evolution responsibility for the competition schedule was held by the Director of Sport and Facilities Division later General Manager, Sport Division. The schedule was reviewed in relation to that used at the Atlanta 1996 Games and a time table of events for the Sydney Games was developed.

At the same time as the above process various sports changed the formats of their competitions, such as increasing the number of teams, and the addition of women's events in handball and waterpolo. Format changes were discussed with IFs and draft programs were developed and sent to IFs for consideration and in principle agreement to dates and sessions start/finish times.

Discussion and review with IFs continued as more session details were added to the schedule. This process was particularly important in swimming, athletics and track cycling because of their multiple events and multiple phases. The competition schedule was also discussed on an on-going basis with Sydney Olympic Broadcasting Organisation (SOBO) and NBC.

Requests for changes to the schedule were assessed by the Competition Schedule Working Group which was composed of: Director, Sport and Facilities; Manager of Sport, Project Officer; the Program Managers of Sport Technology and Sport Policy & Operations; and representatives from Venue Management, OCA, Technology and ORTA. If the Working Group approved the change it went to the SOCOG Sport Commission, the IF for discussion and formal approval, and then to the IOC.

Session start and finish times were subject to ongoing review and changes were implemented to reflect the late inclusion of sports, disciplines or classes e.g. slalom canoe/kayak, star class in sailing, synchronized swimming duet, women's water



ADAM PRETTYVALLSPORT

polo, women's modern pentathlon, synchronized diving and trampoline. The venues for some sports were changed because of suitability and cost.

In December 1998 the finalised detailed schedule went to the Executive Board of the IOC for approval. The Board then gave their formal approval and ratified the schedule with the exception of synchronized diving which was added to the schedule in March 1999.

Changes to the competition schedule were managed electronically using a combination of proprietary word processing and spreadsheet software. It was subsequently moved into a Lotus Notes database format which allowed information to be entered into the system once and then be viewed by various parameters.

Detailed Competition Activity Schedule

The Detailed Competition Activity Schedule (DCAS) is the step-by-step activities and tasks that each sport must complete on a day of training and competition to ensure the competition is well run. The DCAS must be the focal point of the venue plan to drive the planning of each of the service providers. A DCAS for test events was developed, then prepared in much greater detail for the Games.

Development commenced with competition schedule and detail of the first hour before and after, then gradually completed activities for the remainder of the day. Once a skeleton had been developed additional smaller level activities were added, following which other Program area activities were added in e.g. results, ceremonies etc.

Training days were relatively the same from one day to the other. One day was developed in detail and the other days

produced from that. Competition days were done in a similar way. However, because of the change in schedule and number of sessions/phases from day to day, these required more modification and a more day-specific approach.

Each sport developed their own DCAS. These were regularly updated and modified as additional information was obtained or changes to planning occurred.

Competition Management Sport by Sport

Aquatics

Swimming Overview

Before the Sydney 2000 Games swimming competition began there was an expectation that the world's best swimmers competing in one of the world's best pools in front of record crowds would produce a swim meet to remember. Those who held such expectations were not disappointed.

The eight days of competition resulted in 15 world records and 36 Olympic records. Medals in the 32 events were won by seventeen different countries with USA winning 14 of the events.

The heroics of the first night at the swimming pool set the upbeat tempo that was to prevail throughout not only the eight days of competition at the pool, but was also to spread to all other venues and infect the spectators with a boisterous enthusiasm that amazed and delighted the various IFs.

Diving Overview

All diving events ran to schedule at the Games although a large number of entries in all individual events caused some long preliminary sessions. All synchronized diving events were well attended by spectators.

Competing at the Games

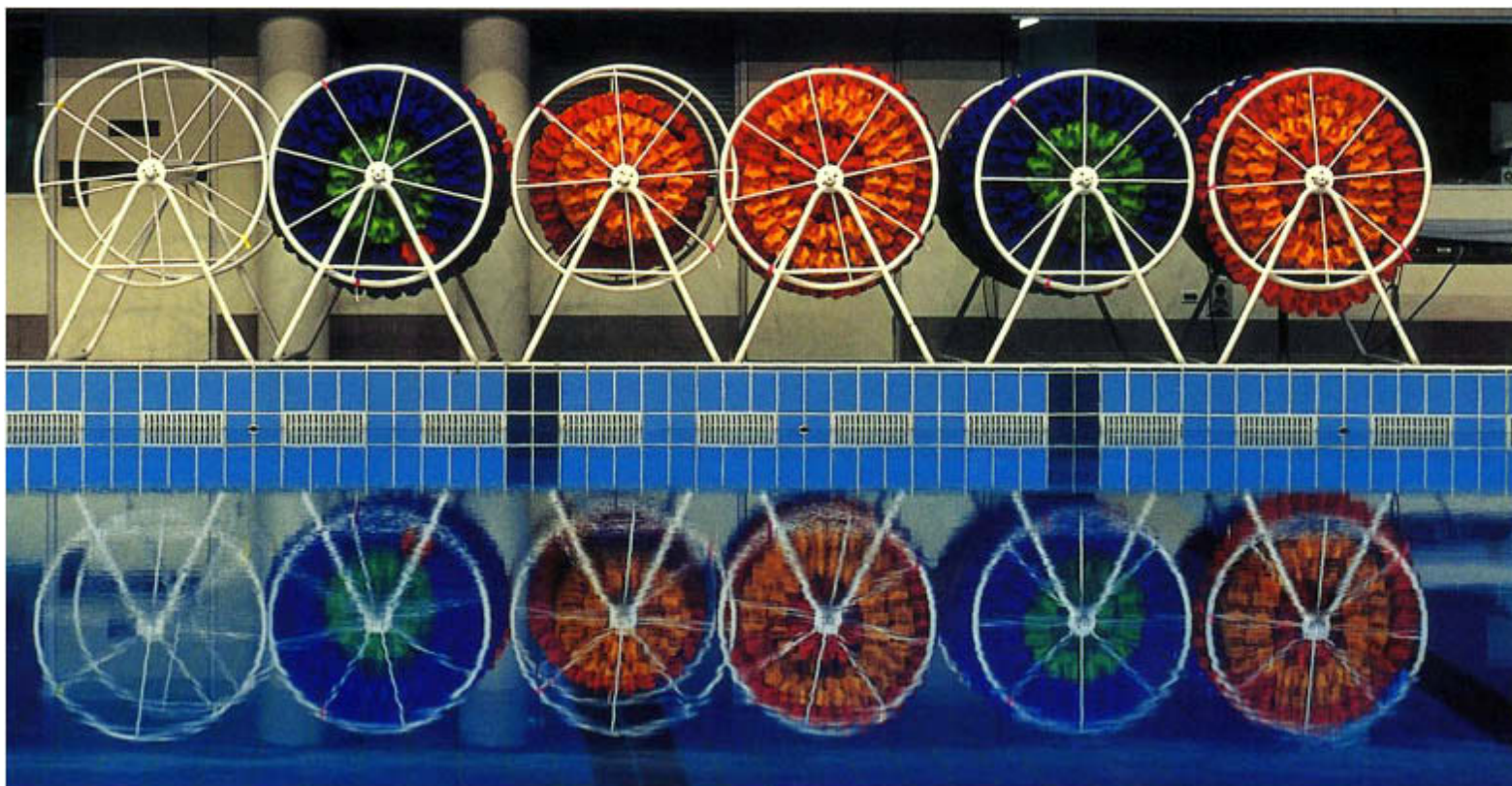
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7 JASON REED/REUTERS

7. Four disciplines of aquatics were held at the Sydney International Aquatic Centre: synchronized swimming, diving, water polo and swimming

8. Sydney's Olympic venue boasted a state-of-the-art competition pool which is marked as the fastest in the world



8 NICK WILSON/SPORT

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SCOTT BARBOUR/ALLSPORT

terms of athlete performance, technology, field of play equipment and presentation, officials and sport volunteers. The custom-built equipment for the field of play was extremely successful and very popular with athletes and officials alike. The colours and general presentation of the equipment was also extremely well received by the host broadcaster and the spectators.

The highlight from an Australian perspective was the outstanding performances by the Australian women's team, culminating in a gold medal after a thrilling last second goal in front of 17 000 spectators. Every session was sold out except for 150 and 200 seats in the first two sessions at the Ryde Aquatic Leisure Centre.

Synchronized Swimming Overview

The synchronized swimming events at the Olympic Games consisted of duet and team competition. A total of 104 athletes from 24 NOC's participated, with 24 duet entries and eight team entries.

The higher than expected number of swimming and diving entries extended some of the session running times which cut into synchronized swimming training time, and necessitated the preparation of contingency training schedules. A large amount of time was spent editing music submitted by the NOCs, which included varying music speeds and sound levels.

The duet competition was held over three days, and included duet technical routine, duet free routine preliminary, and duet free routine final. Spectator support was surprisingly strong on the first two days. A rest day preceded the team technical routine. Spectator support was strong again for that session. The team free routine was the final competition session for synchronized swimming.

Water Polo Overview

For water polo it was an Olympic Games of contrasts with the men celebrating 100 years of Olympic Games competition and the women making their debut. The standard was excellent in

Venues

The SIAC, venue for all aquatics disciplines, was purpose built for the Sydney 2000 Olympic Games and was located at Sydney Olympic Park (SOP) adjacent to the Olympic Village. SOP is serviced by the Olympic rail and bus system. It is 19 km west of Sydney's city centre and a 45-minute drive from Sydney Airport. SIAC was ready for use by 1994 and has since hosted numerous competitions including the Australian Championships in swimming, diving and water polo, and International Swimming Federation (FINA) World Cup events.

Water polo was conducted at both SIAC and the Ryde Aquatic Leisure Centre, which was re-built for the Sydney 2000 Olympic Games and will provide an important legacy for water polo. It was one of a few pools in Sydney deep enough to host international water polo competitions indoors, and had a seating capacity of 3900.

SIAC had a seating capacity of 17 500 in Games-time configuration. The main-competition pool has 7 m wide-decks which easily accommodated seating for 400 athletes; positions for 160 photographers; 14 unilateral television positions; a dolly television camera track as well as all equipment



JAMIE SQUIRE/ALLSPORT



ORLANDO CHIODI/FAIRFAX

9. A water polo technical official watches the action
10. While the preliminary water polo matches were held at the Ryde Aquatic Leisure Centre, the finals were played at the Sydney International Aquatic Centre
11. The women's water polo final was counted as one of the highlight events hosted at the Aquatic Centre

and officials needed to conduct the competition. It had a central location within Olympic Park, was already a tried and tested venue for major international events, had experienced and professional pool management, and is column free with underwater viewing windows. Zoned air-conditioning kept warm air at pool level around athletes and cool air in spectator stands.

The venue was shared between the four aquatic disciplines which significantly restricted training times and required very short changeover times when more than one competition session was run on any one day. The 1000 seats available for athlete seating were in three distinct locations and teams were rotated through different sections of the seating areas each day in an attempt to give each team equal time in the good viewing areas.

Fields of Play

Diving: Facilities at SIAC for diving included a 1 m, 3 m, 5 m, 7.5 m and 10 m platform, three 3 m and three 1 m springboards and a warm-up area. The pool was 3 to 5 m deep and the water surface was broken by surface agitation. Water temperature was maintained between 25–27°C.

Swimming: The main competition pool at SIAC was 50 m with 10 lanes and a depth of 2 to 3 m. The water temperature ranged between 25–27°C. Swimming was conducted in the centre eight lanes of the pool.

Synchronized swimming: The competition area at SIAC was 30 m by 20 m in the main competition pool.

Water polo: Finals were played in the main competition pool at SIAC using standard men's and women's competition areas. Last-minute changes to the men's field of play at Ryde were demanded by FINA despite existing compliance with FINA rules and regulations.

The leisure pool area at SIAC was used exclusively for athlete preparation. This area featured a 50 m, eight lane warm-up pool, a large stretching area, a small area with gymnasium equipment and a large area for team massage tables.

Training sites

Diving

SIAC 2-22 September

Training commenced on 2 September and continued through until the last day of competition. Until 9 September all training sessions were open to any team between 9 am to 5.30 pm during this time. From 10 September training was rostered into three groups. Training was available from 8 am to 10 pm daily, with two sessions per group.

From 16 September hours were extended to 6 am to 10 pm daily, with two sessions per group. No diving training was conducted during the swimming competition. From 22 September training was open to any team that wished to train at any Aquatics non-competition time, from 6 am to 10 pm daily.



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JED JACOBSON/SPORT

Swimming

Blacktown Aquatic Centre 2-24 September
Sydney University 2-15 September

The venues were equipped with change rooms, showers and administrative offices. Limited sports equipment was made available to supplement swimmers personal equipment.

All NOCs were allocated two training sessions per day. One 90-minute training session was at the Sydney International Aquatic Centre. The other 90-minute session took place at one of the official training venues.

Synchronized swimming

SIAC 2-29 September
Warringah Aquatic Centre 10-27 September

The venues were equipped with change rooms, gymnasium and administrative offices.

Competition management prepared the synchronized swimming training schedule according to FINA guidelines. The main training venue for synchronized swimming was Warringah



13

SOCOG

12. The diving competition was also held to great acclaim, including synchronized diving on its program for the first time in Olympic history

13. The Olympic diving pool featured, among other things, a surface agitation system to create a visual reference point for the divers

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JED JACOBSON/SPORT

Aquatic Centre. Limited training time was available at the competition venue. Two training sessions were scheduled for NOCs each day leading up to the first day of competition.

Waterpolo

University of NSW Pool 2-30 September
Peter Montgomery Pool 16-30 September
Ryde Aquatic Leisure Centre 2 September-1 October

Training for water polo was provided both prior to competition and during competition. Prior to competition two sessions per day were allocated for each NOC. One of these sessions was two hours in duration on a single team only basis. The second 90-minute session was shared by two teams from opposite groups in the preliminary rounds. After competition commenced, teams were provided with one session per day of one hour duration. This session was allocated on a single team basis. Rosters rotated the venues and times allocated to teams to provide equity for teams in terms of travel time and time of day. All teams participating in the medal games were provided with at least one familiarisation session at the medal venue.

Number of Athletes and Teams

A quota applied to the number of competitors in both water polo, 156 men and 78 women and synchronized swimming, 104 female athletes in eight teams, but not to either swimming or diving. A record number of 158 divers from 42 NOCs competed. The Olympic water polo competition consisted of an event for men, 12 teams of 13 athletes and an event for women, 6 teams of 13 athletes.

Competition Formats

Diving

In the individual events divers advanced from a preliminary round to a semifinal round then to the final. All divers competed

in the preliminary round, the top 18 divers in the semifinal and top 12 in the final. The semifinal rounds consisted of dives with a degree of difficulty limit of 9.5, while the preliminaries and finals consisted of dives without a limit to the degree of difficulty.

In each of the synchronized diving events eight pairs of divers competed in a straight final. No preliminaries or semifinals were run. The eight pairs that competed represented nations qualified from the XII FINA Diving World Cup held in Sydney January 25-29 2000.

Swimming

The Olympic swimming competition comprised 16 events for men and 16 for women.

There were heats in the morning sessions each day except for Day 8. From the heats of the 50 m, 100 m and 200 m individual events, the 16 fastest competitors competed in the semifinals in the evening session. From the semifinals the eight fastest times proceeded to the final held on the following evening session. From the heats of the 400 m individual events and relay events, the eight fastest times proceeded to the final in the evening session of the same day.

For the women's 800 m freestyle, the men's 1500 m freestyle and the men's and women's 4 x 100 m medley relay, the eight fastest times proceeded to the final, which was held in the following evening session. There were no 'B' finals in the swimming competition.

Synchronized Swimming

The Olympic synchronized swimming program had two women's events; a team competition of eight teams included a technical routine and a free routine; and duet competition of 24 duets included a technical routine, free routine preliminary and free routine final.

15



NEWSPIX

14. Once the Olympic overlay was completed and the seating areas expanded to host 17 500 spectators, a total of 367 085 fans enjoyed the various events at the Aquatic Centre

15. Training venues in Blacktown and at Sydney University were made available for competitors in the Olympic swimming events



16



SCOTT BARBOUR/ALLSPORT

In the teams final, the total result was the combined score of the technical routine 35 per cent and the free routine final 65 per cent. The team awarded the highest total result received the gold medal.

In the duet final the top 12 combined scores from the technical routine 35 per cent and free routine preliminary 65 per cent determined entry into the duet free routine final. The free routine was performed again. The total result was the combined score of the technical routine 35 per cent and free routine final 65 per cent. The duet awarded the highest total result received the gold medal.

Water Polo: Men

There were one to three preliminary sessions per day, morning, afternoon, evening and one to four games per session.

Teams were divided into two pools of six teams groups A and B. During the round robin preliminaries each team played all others in its group. Fifth-and-sixth-placed-teams from each group in the preliminaries played in a round robin format Group C for places 9 to 12. The top four teams from Groups A and B formed Group D of 8 teams, which played in a modified single elimination format. The winners progressed to

the semifinals and medal rounds while losers having played off for positions five to eight.

Water Polo: Women

There were two preliminary sessions per day – one session of two games, one session of one game. All teams were placed in a pool of six; during round robin preliminaries all teams played one another. Fifth-and-sixth-placed-teams from the preliminaries played off a classification match to determine final 5th and 6th placings. The top four teams played the semifinals. Winners of semifinals played for gold and silver medals, while losers played for bronze.

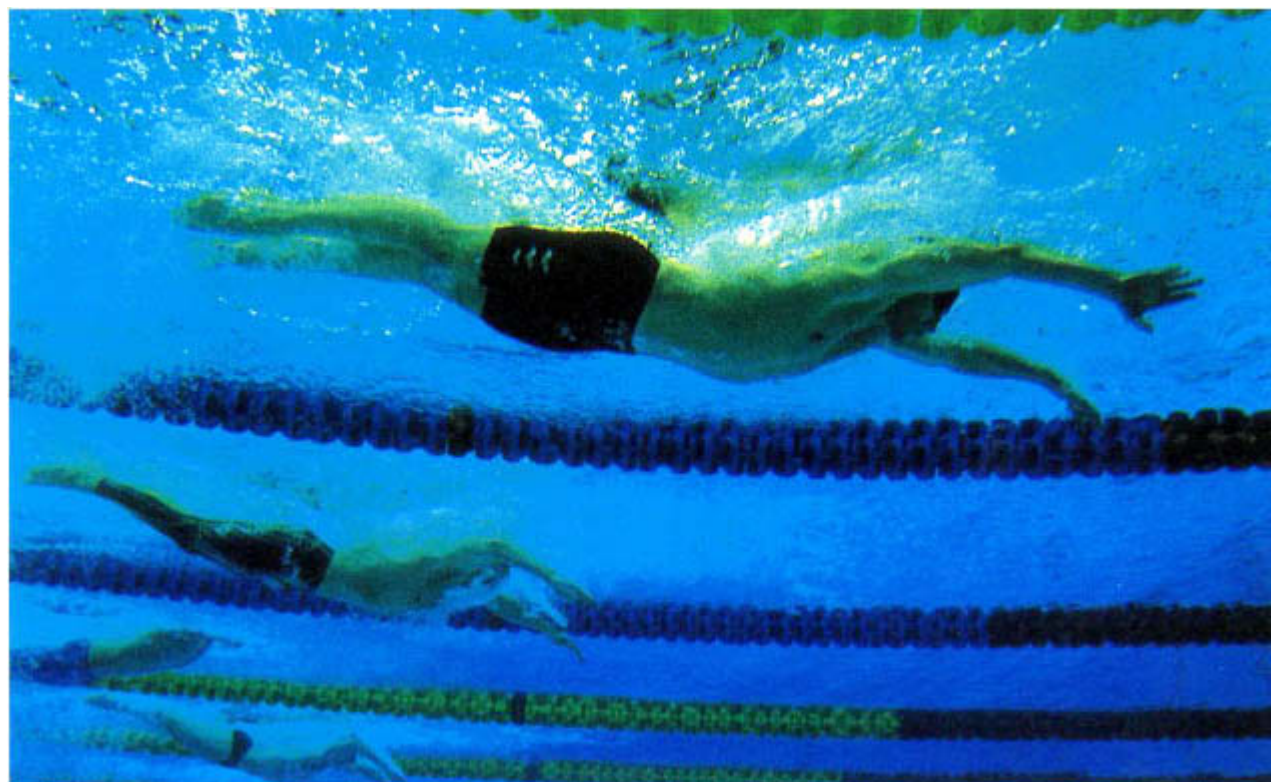
Games consisted of four seven-minute quarters, with two-minute intervals. In matches where a winner was required, extra time was played if teams were level at the end of normal time. This extra time commenced after an interval of five minutes. If at the end of the first two periods of extra time the score was equal, there was a further interval of one minute. A third and final period of extra time would have began and the same would end when a goal was scored.

The diving competition draw took place on 21 September at 9:30 am, as part of the diving technical meeting. For synchronized diving, the starting order for duet technical routine, duet free routine preliminary, and team technical routine were drawn on 22 September 2000 at SIAC.

The draw for the preliminary round of the men's and women's water polo competition took place at the completion of the Olympic qualification tournament in Hanover, Germany, on 14 May 2000.

New Rules

Diving: there were no significant rule changes but the inclusion of synchronized diving events required an addition of two



MIKE HEWITT/ALLSPORT

17

16. The synchronized swimming competition was held over six days in the second week of the Games and produced several exciting results
17. Sydney's swimming competition offered much excitement for spectators who watched 15 world records tumble

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18. The Sydney International Archery Park played host to the largest archery tournament ever held in Australian history

19. Athletes and officials alike were pleased with the venue and the performance of the 600 venue staff

18



DARREN MCWARRALL/SPORT

competition sessions. The 10 m diving platform was expanded from a width of 2 m to 3 m to comply with IF rules governing synchronized diving.

Swimming: the one start rule was instigated for the Sydney 2000 Games.

Archery

The format of the archery competition obviously appealed to the crowd. In most matches, the result came down to the last arrow and the crowd reacted to perfect shooting with a cry of "10, 10, 10, Do it again!" The new breed of competitive archer drew strength and confidence from the positive crowd support. This was evident when Simon Fairweather won the gold medal for Australia on the back of an ebullient home crowd.

The high emotion on the sporting field was matched by the spirit of the competition team. Part of the reason for the remarkable enthusiasm was due to introducing all team members to the 'art of archery', giving them the opportunity to experience the sport on the very same field where champions would be determined.

A highly exciting format was presented to both the spectators at the venue via the large on-site video screens, and to the

television world. National Broadcasting Company (NBC) and European Broadcasting Union spoke highly of the presentation.

Venue

The Sydney International Archery Park, where all events in the Olympic archery competition were contested, is located at SOP. The 6.5 ha site adjoins the wetland areas in Homebush Bay and is part of a network of open space forming the Millennium Parklands. The permanent facilities will provide a legacy to archery in Australia and were designed to take full advantage of the environmental conditions. The Sydney International Archery Park had a Games-time seating capacity of 4500.

The venue was within a few bow-shots of the Olympic Village. This was almost unprecedented in Olympic archery and athletes benefited from the short trip times and the ability to vary their training schedule to suit weather conditions. Spectators used a shuttle bus from transport nodes in Sydney Olympic Park or walked the 2 km to the venue.

Field of Play

The turf archery field was divided into two fields of play, the competition field and the adjacent training and warm-up field. Underground drainage had been incorporated into the fields including a rapid 'soak through' area in the vicinity of the shooting line.

The competition field had eight targets and the practice field 22 targets. Target faces were selected by SOCOG tender from FITA licensed supplier(s). Swiss Timing provided timing and scoring equipment under the IBM results contract.

An athletes' rest area with information and refreshments was available for athletes as they proceeded to the practice field. A continuous covered shade, 4 m in width stretched the full length of the practice field and provided protection from sun and rain. Tables and chairs were provided for athletes waiting their turn for practice.

Training sites

Sydney International Archery Park 2-22 September

If scheduling of training became necessary, information was made available at the Sports Information Desk at the competition venue and also at the Sports Information Centre at the Olympic Village.

All training sessions were open to media. Media could request athlete interviews through competition management.

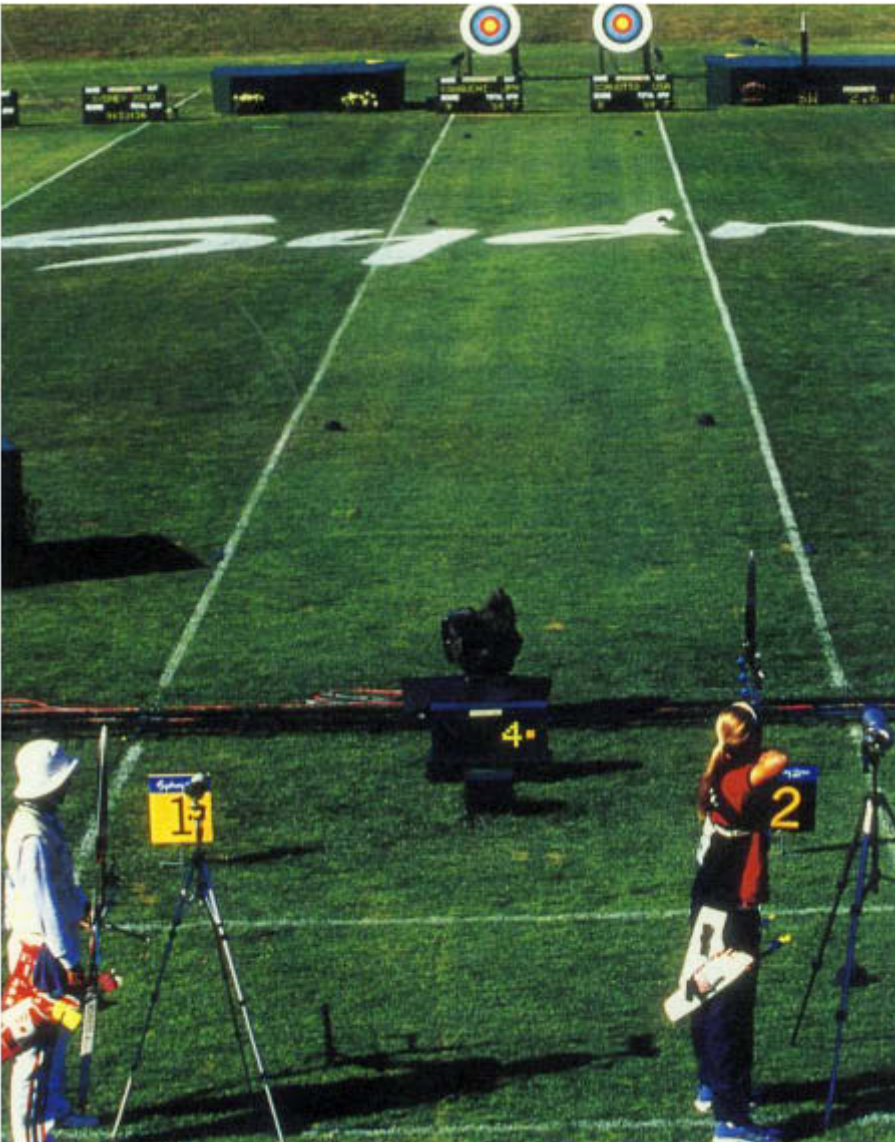
Number of Athletes and Teams

The quota for archery was 64 men and 64 women. There was a maximum of three male and three female archers per NOC.

Competition Format

Day one ranking round: The 128 archers shot the ranking round, women in the morning and men in the afternoon.

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HAMISH BLAIR/ALLSPORT

Day two women's elimination rounds (1/32 and 1/16): the archers competed in a series of elimination matches. The 16 winners progressed onto the 1/8th eliminations.

Day three men's elimination 1/32 and 1/16: the men shot the 1/32 and 1/16 elimination matches in the same format as the women on the previous day.

Day four women's 1/8 elimination's and finals: the 1/8 elimination's were shot in the morning. The eight winners progressed onto the finals round. In the afternoon session the remaining eight archers contested the quarterfinals. The four winning archers progressed to the semifinals to determine who was to compete in the bronze and the gold/silver matches. The shooting format for the quarterfinals, semifinals, bronze and gold/silver matches changed to four ends of three arrows (12 arrows).

Day five men's 1/8 elimination's and finals: the men shot the 1/8, 1/4, bronze and gold/silver matches in the same format as the women shot on the previous day.

Day six women's team event: sixteen teams, the top 15 teams ranked from scores shot in the ranking round and the team from the host country, were first paired for the 1/8 elimination round. This was followed by the 1/4 team elimination, the semifinals and then the team bronze and gold/silver matches.

Day seven men's team event: the men contested their teams event, which followed the same format as the women's team event. The competition draw was conducted at the Archery Centre, SOP, on 13 September 2000.

New Rules

Rule changes introduced at the International Archery Federation (FITA) Congress in July 1999 were implemented worldwide on 1 January 2000. SOCOG agreed to implement the new rules where possible. The only new rule not to be implemented was the addition of substitutes for the teams event, as a maximum of three archers of each gender were allowed from each NOC.

The new rules included: warning lights activated by the line judge if a team incurred a penalty; team shooting rotation so that the lowest scoring team always shoots first. This increased the tension of the match and spectator appeal. The target allocation for match play was based on the 'pairing chart' rather than on highest ranked archer on right hand target; coaching of archers while on the shooting line in the ranking round permitted and coaches allowed to use optical devices.

Athletics

Athletics has been a sport at every Olympic Games, both ancient and modern, and attracts more participants from more countries than any other Olympic sport. Athletics features track, field and road events for men and women.

All sessions of the competition schedule were conducted as planned. The weather conditions were very favourable with little rain or wind. Some minor alterations to the competition schedule in terms of the number of heats required in certain

events and the repositioning of medal ceremonies, were required. These changes were agreed by both the Sport Command Centre and SOBO to minimise impact on other aspects of the Games operations.

A record number of spectators – 1.6 million attended the stadium to watch the athletics competition. The smallest number of spectators at any one session was 85 806 and the largest 114 714.

Venue

Sydney Olympic Stadium 19 km west of Sydney's city centre and a 30 minute drive from Sydney Airport was the athletics venue. The Sydney Olympic Stadium was built for the Sydney 2000 Olympic Games. It was completed in February 1999

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20. The Olympic Stadium, impressive in design and atmosphere, was an appropriate arena for the high-calibre athletics competition



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ADAM PRETTYMALLSPORT

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21. Over 1.6 million people

attended athletics events at the Olympic Stadium

22. The frequent changeover of the field of play between events was handled flawlessly by officials, staff and volunteers

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CHAI G BORROWNEWS LTD

and in the interim period before the Games hosted many large-scale events, including the Australian Track and Field Championships and football matches.

The seating capacity of the Stadium was 115 600, the largest ever for an Olympic Games.

The warm-up track was located directly adjacent to the venues enabling athlete flow from warm up, check-in, competition, to post-event control, to be controlled very efficiently.

Fields of Play

Track

The Olympic stadium featured a Mondo Sportflex Super X 400 m eight lane track, with nine lanes in front straight. Within the northern 'D' were: two shot circles; one concentric hammer/discus circle; javelin runway, oriented south; and two double-ended pole vault runways, oriented in an east/west direction. Within the southern 'D' were: two shot circles; one concentric hammer/discus circle; javelin runway, oriented north; and two high jump areas.

The steeplechase water jump was located on the outside of the main track. Two combined triple jump, long jump and pole vault runways were located on the outside of the track on the back straight, oriented north-south.

The marathon course was a point-to-point course through the streets of Sydney. It started at North Sydney and finished at the Olympic Stadium, crossing Sydney Harbour Bridge, then skirting the city centre along Macquarie and College Streets. It left the city-centre via Oxford Street for the eastern

suburbs, including a loop of Centennial Park on the outward leg, returning to the city-centre, and heading west across the Anzac Bridge to the Olympic Stadium.

The racewalks course started and finished at the Olympic Stadium. The circuit for each event, men's and women's 20 km and men's 50 km, covered a section of Hill Road and the Pondage Link at SOP. The T-shaped course was mostly flat and had a wide road surface in both directions, separated by a central area with trees.

Warm-up Areas

Sydney International Athletic Centre No. 1

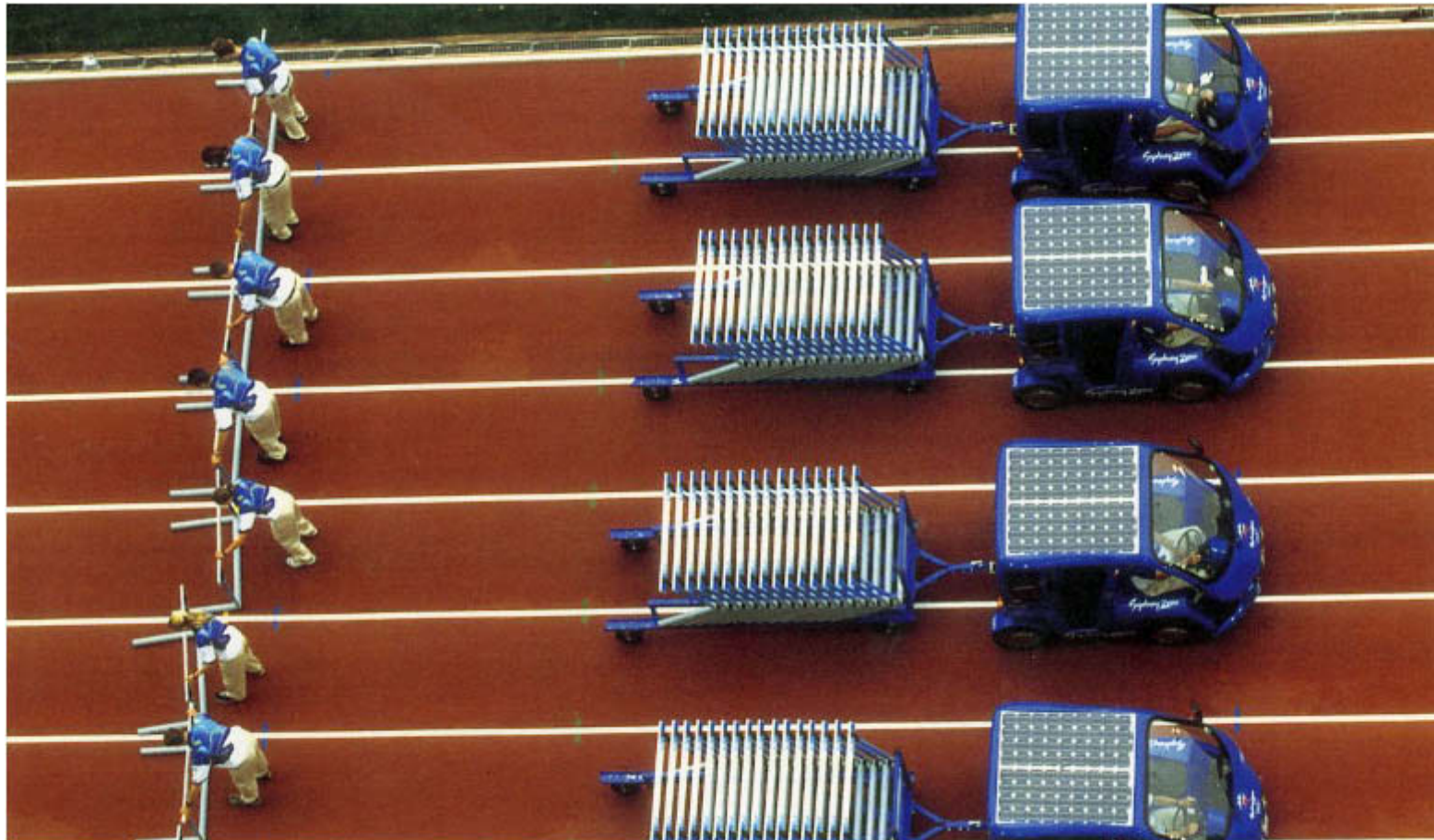
Located adjacent to Olympic Stadium, this was the principal warm-up venue within SOP. It was used as a training venue during the period 2-21 September 2000. From 22 September, it was used solely as a warm-up facility. The venue contained: Mondo Sportflex Super X track with nine lanes and 12 lanes in the front straight; two high jump areas; two pole vault runways; two long-triple jump runways; and weights facilities.

This facility was used for warm-up in the following events: track, hurdles, steeplechase, relays, high jump, pole vault, long jump, triple jump and shot put.

Sydney International Athletic Centre No. 2

This facility was located within Sydney Olympic Park adjacent to Athletic Centre No. 1, approximately 500 m from the Olympic Stadium. It was used for training during the period of 2 September to 1 October 2000 and also for throws warm-up from 22 September until the end of competition. This venue contained: a Rekortan Track with eight lanes and 10 lanes in

22



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the front straight; two high jump areas; and two long jump/triple jump runways.

Athletic Centre No. 2 was the warm-up facility for the discus throw, hammer throw and javelin throw.

Other Training Sites

Crest Sporting Complex, Bankstown: track training
 Aquilina Reserve, Blacktown: track training
 Aquilina Reserve, Blacktown: throws training
 Campbelltown Athletics Track: track training

All venues had security access and were closed to the public. Only accredited team members and accredited personal coaches had the right of entry. Accredited media had the right of access to restricted areas at the training venues.

Number of Athletes and Teams

A target of 2000 athletes was set for the athletics competition but 2400 arrived. Each athlete had to qualify through the relevant qualification procedures. A maximum of three athletes were allowed per NOC in any event. The high attendance resulted from provision of free air travel for all competing athletes.

Competition Format

There were 46 medal events in the athletics competition, 24 for men, 22 for women. In addition, there were two wheelchair demonstration events. Two new events were added to the competition program; women's pole vault and women's hammer throw. The women's race walk was changed from a 10 000 m track event to a 20 km road event.

For track events, there were a maximum of four rounds of competition. Lane nine was only used for heats of the 100 m, 100 m hurdles and 110 m hurdles, in order to reduce the number of qualifying heats. For field events, the Technical Delegates decided the composition of the groups, the qualifying standards and the increments to be used for bar heights in the high jump and pole vault events after the closing date for entries. Their decisions were announced at the Technical Meeting.

New Rules

Changes to the International Amateur Athletic Federation (IAAF) Rules relating to the conduct of competitions were introduced after the 1996 Atlanta Olympic Games and these were put into effect without any difficulties. The major rule change involved the reduction in time from 90 seconds to 60 seconds within which field-event athletes had to complete each attempt.

Badminton

A number of new initiatives were successfully used for the first time in Sydney at the badminton competition. When three courts were in use, the three umpires were linked into the public address system. This enabled the general public to focus on the match of their choice instead of having to study the scoreboards. Great use was made of music both prior to and at the conclusion of matches. When the field of play was



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reduced to one court, every opportunity was taken to use music. More emphasis was placed on the entry of players to the arena. All other officials marched on to the court some minutes prior to the players. The players were then announced and entered the court with the umpire and service judge.

Venue

Pavilion 3 is one of four pavilions under one roof at SOP, and are normally used as exhibition halls and required full fitout and temporary seating. The seating capacity of Pavilion 3 for the Games was 6000.

Field of Play

The competition area consisted of three taraflex courts in simultaneous use for the first four days. For the rest of the tournament play took place on a single court.

Taraflex supplied the court surface, which was made from textured PVC. Yonnex, the official supplier to the International Badminton Federation (IBF), supplied the shuttlecocks and stringing machines

Training Sites

Five Dock Leisure Centre 2-23 September
 Pavilion 3 SOP familiarisation 12-14 September

Competition management allocated training sessions times on a rotational basis. Teams were allocated a minimum of a one-hour training session per day at the competition venue. Teams were allocated two-hour training sessions per day in the training venue in a ratio of four players per court. Small teams were required to share courts in the same ratio.

Number of Athletes and Teams.

The quota for the badminton competition including reserves and alternates, was 172, 86 men and 86 women. A total of



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23. The badminton competition, held at Pavilion 3, was a spirited affair, dominated by the Asian athletes

24. The shuttles for the competition were supplied by SOCOG and had to accord with the standards of the International Federation

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25. The baseball competition was held both at the Blacktown Olympic Centre in Sydney's west and the Baseball Stadium at Sydney Olympic Park

26. With professional players competing in an Olympic competition for the first time, spectators were treated to world-class baseball

25



JED JACOBSON/ALLSPORT

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JAMIE SCUIRE/ALLSPORT

29 men and 29 women qualified directly for the singles competitions and 19 men's, women's and mixed pairs, 38 players in each competition for the doubles competitions.

Competition Format

Events: men's singles, men's doubles, women's singles, women's doubles, mixed doubles.

Each event was a single-elimination tournament. The top eight entrants according to world rankings in each event were seeded and a draw was conducted by the IF to place players or pairs into the competition bracket. The expected number of participants in each event was 29 for singles and 19 pairs for doubles; however, any player who qualified in an event could participate in any other Olympic badminton event, unless their participation would have resulted in more than three entrants from any one NOC. Because of this provision, the draw was able to handle a maximum of 64 players in singles and 32 pairs in doubles. Each match was the best of three games.

The competition draw took place on 7 September at the IBF Offices.

New Rules

There was a change to the 'setting' (tiebreak) rule in all disciplines. Setting was now at 14-all except for women's singles, where it was 10 all. The first competitors to obtain three points won the set. The game format remained as for the Atlanta Games.

Baseball

More than a quarter of a million people filled the venues throughout the competition period, and there were only four sessions during the entire baseball competition that were not

sold out at both venues. The grassed terraces at the SOP venue proved very popular with families and the atmosphere throughout the venues was often electric, but always a celebration no matter what countries were in the lead. The exceptional weather resulted in both schedules running to target. The inclusion of professional athletes in the Olympic baseball competition for the first time had a huge impact on the overall event results and strengthened the competitiveness of each team. The use of wooden bats for the first time in Olympic baseball competition proved to have a leveling effect on the teams.

Venues

The Baseball Stadium was in the middle of SOP. The venue was officially opened on 17 October 1998 and was built as the stadium for Sydney Showground.

The Blacktown Olympic Centre at Aquilina Reserve, Blacktown, was the second baseball venue. Twenty-six km from SOP, this venue was used for the Intercontinental Cup in February 2000.

The seating capacity of the Baseball Stadium was 14 500 including grassed areas. The Blacktown Olympic Centre seated 4000.

All pre-game training and warm up was at the competition venues. The purpose built baseball centre allowed spectators to be close to the action however, the layout of the field maximised the effects of sun-glare and wind.

Field of Play

The Baseball Stadium consisted of one international standard diamond for the baseball competition. The Blacktown Olympic Centre consisted of one international standard diamond and two standard training venues. The baseball selected by the International Baseball Federation (IBAF) for the Sydney Olympic Games was Mizuno.

Training Sites

Baseball Stadium, SOP 14-16 September
Blacktown Olympic Centre, Main stadium 14-16 September
Blacktown Olympic Centre, Training 1 + 2 2-27 September

Team training took place at the two training fields at the Blacktown Olympic Centre, apart from one familiarisation session per team at each competition venue. Familiarisation times in competition venues and training times in training venues prior to competition were organised and allocated by competition management.

Number of Athletes and Teams

The quota for baseball, including reserves and alternates, was 192 men, consisting of eight teams of 24 players each.

Competition Format

Eight teams played a round robin tournament. Ranking of the teams were according to the win-loss record in all the

games played. The four teams with the highest rank from the preliminary round progressed to the semifinal round.

The final round was played in the following format: Final 1 – loser of semifinal 1 vs loser of semifinal 2; and final 2 – winner of semifinal 1 vs winner of semifinal 2

The winner of final 2 received the gold medal; the loser received the silver medal. The winner of final 1 received the bronze medal, the loser finished in 4th place.

The competition draw was conducted in March 2000 at Sydney 2000 Headquarters.

New Rules

New rules introduced were: professional athletes were allowed to compete; team rosters increased from 20 to 24 players; and IBAF-approved wooden bats were used exclusively in competition.

Basketball

The smooth operation of the basketball competition at both the Dome and SuperDome was due to the very detailed planning undertaken prior to the event which resulted in no surprises at the venue.

A highlight of the basketball competition was the game presentation. Videos were produced celebrating each of the Olympiads from 1956 to 1996 featuring the leading basketball teams and athletes. Each day the Australian team from that Olympiad was presented at half time of the Australian game. Capacity crowds cheered the Olympic athletes with great warmth and excitement. On the same day videos were shown of other leading basketball Olympians from that Olympiad, with particular highlights when the country of the Olympian was playing (e.g. Hortencia video was shown when Brazil was playing).

A technical meeting was held with the teams prior to commencement of the competition at which team colours were determined, bench positions allocated, and the manner in which teams would be introduced, and the games presented, were advised to all teams. The competition was divided into three sessions each day with two games per session. First games in each session commenced on zero time with the second game in each session on average commencing on zero time.

Venues

The Dome and the Sydney SuperDome were located at Sydney Olympic Park. The Dome was not purpose built for sport and required a full Olympic fitout and temporary seating for 10000. The Sydney SuperDome had a Games-times seating capacity of 20 000. The Dome seating bowl provided a fantastic atmosphere because of the closeness of the field of play to the spectators: all seats were good ones, even the back row.

The preliminary games were held at the Dome and all games from quarterfinals on were to be played at the SuperDome.

The fact that games were played in two venues caused some problems. At the SuperDome there was very limited transition time between the completion of the gymnastics competition on the afternoon of Day 11 and the commencement of the quarter finals for basketball on the afternoon of Day 12.

Field of Play

The competition area included a Horner portable floor in each venue. The purpose built 'Scorebench' was outfitted with the scoring equipment and accommodated the game announcers (French and English). Surrounds of the field of play were laid in Sydney blue incorporating the 'Look of the Games'. The ends and side opposite the team benches were enclosed with 'Look of the Games' corrals. A portable floor was provided in each venue as a warm-up court.

Training Sites

- Sydney SuperDome: competition familiarisation 26-27 September
- The Dome 2-15 September
- Bankstown Basketball Stadium 2-30 September
- Westfields Sport High School 2-30 September
- Newington College 2-30 September
- Noel Martin Recreation Centre, Sydney University 2-30 September

The training venues were also equipped with changing rooms, showers and administrative offices.

Training times were allocated by competition management on a rotational basis, giving all teams sessions in different venues

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- 27. Five training venues catered for the men's and women's basketball teams
- 28. As always, the Olympic basketball competition proved to be an exciting event



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at different times. From 2 to 15 September, two hour training time slots were allocated for each team. From commencement of the competition on 16 September, each team was allocated one-hour training sessions on competition days and two-hour training sessions on non-competition days. Familiarisation sessions of a minimum of one hour in The SuperDome were allocated by competition management.

Competition Format

There were 12 teams of 12 players in both the men's and women's competition. Both competitions consisted of a preliminary round, quarterfinal round, semifinal round, and a final round. Classification games were contested to determine fifth through to twelfth place.

Boxing

The boxing competition at the Sydney Convention and Exhibition Centre, Darling Harbour, was very positive for the sport. Four sports were held at Darling Harbour, one of Australia's major tourist attractions. The atmosphere was electric and the feeling cosmopolitan. Crowd support was tremendous with spectators enjoying the appearances of celebrities including Muhammad Ali, Evander Holyfield, Jeff Fenech, Kostya Tzsyu and swimming legend Dawn Fraser.

The competition was conducted as per the competition schedule with every session running to schedule. Bouts were action packed with Cuba's Felix Savon becoming the second boxer in Olympic history, behind countryman Teofilo Stevenson, to win three Olympic gold medals.

Venue

The Sydney Exhibition Centre, Darling Harbour, is on the city's edge, 14 km from SOP. For the preliminary rounds the seating

was 7500 which was increased to 10 000 for the finals. The city location was within walking distances of transport and major attractions. The athlete drop-off zone at back-of-house was very narrow and caused delays when sports in adjacent venues had the same scheduled times.

Field of Play

An area of approximately 21 sq m consisting of a boxing ring, seating for referees and judges, International Amateur Boxing Federation (AIBA) jury members, medical board, technology staff and equipment. Headgear, gloves and other boxing equipment was supplied by Top Ten. The boxing ring was supplied by Perry Sports.

Warm-up Areas

Each athlete had an individual cubicle for warm-up and changing in the back-of-house area.

Training Sites

Auburn Basketball Centre 2-30 September

There were ten training rings available in nine separate training areas. Each training area was equipped with additional boxing equipment. Sauna and scales were available for checking and managing athletes' weight. The training venue was equipped with athlete and management support facilities such as change rooms, showers and administrative offices.

Official weigh-ins took place at the training venue on 15 September between 7 am and 9 am and every day of competition between 7 am and 8 am.

Training times were allocated by competition management on a rotational basis, giving all teams a one-hour session per day at different times. Small teams were required to share areas.



29. The Olympic boxing competition was held at the Exhibition Centre in Darling Harbour, only a stroll from the CBD

30. The jury, previously seated at a main scoring table, were placed around the ring in Sydney's competition





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BOB PETERS/OLYMPIC COORDINATION AUTHORITY

Number of Athletes and Teams

The quota for boxing was 312, 28 athletes for each category from 48 kg to 81 kg, and 16 athletes for the 91kg and 91+ kg categories. Each NOC was allowed a maximum of one competitor per weight category.

Competition Format

Each bout was of four two-minute rounds. Winners were determined and bouts ended by one of the following; total points victory, retirement; disqualification; walkover; no-contest; knockout; the referee stopping the contest. The loser of each bout was automatically eliminated from the tournament. This continued until two boxers were left to box for the gold medal round. Bronze medals went to the losers in the semifinals in each division.

The competition draw was conducted on 14 September at the Sydney Exhibition Halls, Darling Harbour.

New Rules

The tournament introduced four by two minute rounds to replace the 3 by 3 minute rounds of previous Games. The host country was not conceded automatic qualification in all divisions. Other innovations included: spy cameras to ensure judges were activating the scoring mechanism in synchronisation with scoring blows; jury removed from the main scoring table and positioned around the ring and a 15 point 'mercy' margin, if a boxer established 15 point difference the Chairman of Jury can indicate to the referee to stop the bout.

Canoe/Kayak

The sprint competition at the Sydney International Regatta Centre, Penrith Lakes ran to schedule each day, except for Day 3 when a 45-minute delay was caused by a malfunction of

the start system, and on Day 6 when winds in excess of 50 km h caused competition to start at 3 pm instead of 9 am. The schedule was changed on that day by running all races at 10 minute intervals and holding all medal ceremonies after the completion of racing, to complete the program in the time available. This was the last day of competition for the Games and allowed competition management no opportunity for postponement.

The amazing Penrith Whitewater Stadium (Winner of Australian Engineering excellence awards) and the forward thinking of the International Canoe Federation (FIC), transformed slalom from a wilderness activity limited to natural rivers, into one of the most exciting new sports on the Olympic program. The course was designed in the same shape and size as a 400 m athletic track, boasting continuous and changeable grade three rapids over it's 320 m length, using totally recycled pumped water. The spectators, 24 000 on the grassed banks and 16 000 in the temporary grandstands, witnessed four days of great excitement.

Venue

Sprint

Sydney International Regatta Centre (SIRC)

Seating capacity during Games: grandstand 16 000

Pavilion and grass areas:

canoe/kayak 1000 m events, 24 000

canoe/kayak 500 m events, 22 000

Slalom

Penrith Whitewater Stadium

Seating capacity during Games;

grandstand 8500; grass 4000.

Both venues were 47 km west of SOP. The sprint course at SIRC was opened in March 1996. The Penrith Whitewater Stadium was developed when slalom was included in the



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DAVID CAIRD/NEWS LTD

31. The International Canoe Federation considered the events in Sydney the most successful Olympic event to date

32. Spectators at the purpose-built Penrith Whitewater Stadium were in close proximity to the action, as grass banks and grand stands around the horseshoe-shaped course formed a perfect amphitheatre

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system was used for the Olympic Games. SOCOG had racing boats available for rent by teams competing in the canoe/kayak – sprint competition. Rental boats were available to NOCs who had not taken advantage of the SOCOG freight grant.

At slalom events a full set of boat measuring devices was available for athletes to ensure their boats met specifications. Boats were scrutineered on 15 September and again at the completion of the athlete's competition run.

Training Sites

SIRC 2 September-1 October

Penrith Whitewater Stadium 15 August-20 September

A defined area incorporating a flatwater training gate system was situated on the adjacent training/warm-up lake.

Penrith Whitewater Stadium was the Olympic training venue opened earliest to athletes, as there were no other appropriate artificial Whitewater training venues in Australia.

Training times at the Penrith Whitewater Stadium were allocated by Competition Management on a rotational basis, giving all teams sessions at different times. From the commencement of the competition on 17 September, each team had access to the Flatwater Training Gate System for canoe/kayak – slalom on the adjacent training/warm-up lake.

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Sydney 2000 Olympic Games in September, 1997. Opened in March 1999, it is the first instance of an IF contributing to the cost of building an Olympic venue.

The 2300 m purpose built canoeing and rowing course had rock-coated, wave absorbing banks to ensure fair competition and a 1500 m warm-up lake allowed competitors to practice while a race was in progress. The Whitewater course at Penrith was multi-functional, allowing a challenge to top international athletes and reconfiguration for recreational users post Olympic Games. A mechanical conveyor belt carried rafts, canoes and kayaks with competitors in them from the tail pond back up to the upper pond and the water levels were constant because the water was totally pumped. The course was fed by 14 000 tonnes of recycled water every second.

Fields of Play

Sprint: The 2300 m competition course, with consistent 5 m depth, rock-coated wave-absorbing banks and a permanent nine-lane Albano-buoyed system, was designed to ensure the best opportunity for fair competition. The design for the SIRC included a large lake for training, warm-up and cool down which joined the canoe/kayak course beyond the 1000 m start. Competitors were also able to warm-up on the competition course beyond the respective starting areas

Slalom: The competition channel was 320 m long, fell 5.5m from top to bottom and had a channel width of 8-14 m. At the top of the channel above the race start line, a 1000 square metre pond allowed competitors to ready themselves. A similar pond was located at the finish of the course. Competitors entered the course at the bottom pond, then had access to the top pond via a mechanical lift, which carried them the 50 m up to the top pond at the start of the course.

For sprint events all equipment and material was provided by SOCOG and complied with the FIC Rules. The AGSOSTART

Number of Athletes and Teams

The number of athletes who competed in the sport of canoe/kayak was 350. Qualification and division between sprint and slalom was according to FIC qualification rules. Forty-three teams competed in sprint, the final athlete number being 269.

Competition Format

Sprint

There were 12 events contested in the canoe/kayak sprint, nine for men and three for women.

Heats, semifinals and finals were held in each event where more than nine boats were entered. If nine or fewer boats were entered in a given event, all boats qualified directly to the final.

In the finals, the first boat to pass its bow across the finish line was the winner.

Slalom

There were four events contested in slalom, three for men and one for women.

A qualification round and final was held in each event. The number of boats in each event, qualification and finals, was according to the FIC Qualification Rules. In the finals, the competitor with the lowest accumulated time, including penalties, was the winner.

The competition draw for sprint events was conducted on 21 September at the Regatta Centre.

No draw was required for slalom.

33. The canoe/kayak sprint competition was plagued by strong winds on the last day which caused delays of up to six hours

34. The sprint competition shared the venue with the rowing events; the Sydney International Regatta Centre

Cycling

The Olympic sprint, women's 500 m time trial, keirin and 60 km madison were added to the Sydney track cycling program.

Athletes were given access to the course during six days of official training under the supervision of SOCOG D Staffing requirements and the IF Union Cyclist International.

Venues

Track

The Dunc Grey Velodrome was located at The Crest Sport Fields Bankstown, 13 km south of Sydney Olympic Park. The 250 m fully indoor timber velodrome was purpose-built for the Olympic Games. With a Games-time seating capacity of 6000.

Design utilised the heat generated by the crowd to draw in air through the louvres on the side of the velodrome to create circulation not dependent on power. The internal space was column free and provided excellent sightlines from all spectator vantage points. The Architects maximised use of the spectator capacity by not building internal toilet blocks, instead attaching them to the outside of the venue in corrugated steel clad annexes.

Road

Centennial Parklands is 26 km east of SOP. The road cycling course wound through existing streets and parklands, with minor upgrades for the staging of the Olympic Games. There were plenty of viewing areas along the course and spectator seating was supplied. The fantastic views of the course included the Centennial Parklands together with water views of nearby beaches.

Mountain Bike

The Olympic mountain bike course was located at Fairfield City Farm, 32 km west of SOP, a 350 ha block of Sydney west Regional Park in Sydney's western suburbs. There was no spectator seating, but a capacity for general admission of 20 000.

Numerous native Australian animals were within the complex, which added to the attraction, particularly the international visitors. The 7 km cross-country course with difficult technical sections including high speed turns, steep drops and single track paths as narrow as 50 cm. The natural amphitheatre form allowed maximum spectator viewing and provided excellent distant views of the Sydney skyline and the Harbour Bridge.

Fields of Play

Road: The road cycling course passed some of the most picturesque Sydney landmarks during its 17.1 km lap. Starting outside the Sydney Football Stadium, the riders passed through Centennial Park, past famous Randwick racecourse and then headed to Bronte Beach, came back through Centennial Park and Moore Park, before reaching the start/finish area in Driver Avenue, Moore Park.

Mountain Bike: The mountain bike course at Fairfield City Farm was 6.9 km in length, with approximately 310 m of climbing in each lap.

SOCOG provided spare equipment;
Sixty wheels and
Thirty-two bikes

Training Sites

Track

Dunc Gray Velodrome 2-21 September

Training times for track cycling from 2 to 14 September were allocated by competition management on a rotational basis. A schedule was available from 2 September from the Sport Information Desk at the Village and Velodrome.

Road

Royal National Park 3-24 September
Road Cycling Course 25 September

Both training venues were equipped with support facilities and training sessions were not allocated.

Mountain Bike

Royal National Park 3-24 September
Mountain Bike Course 17-22 September

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PATRICK KOVARIK/AP

35. Mountainbiking was held at Fairfield City Farm, where athletes had the chance to encounter native wildlife

36. The road cycling course wound its way through parks and a beach suburb. All events were superbly run and labeled "the best ever" by the responsible federation

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MARK DAOSWELL/ALLSPORT

37



38



Both venues were equipped with support facilities and training sessions were not allocated.

Number of Athletes and Teams

	Men	Women	Total
Road	155	57	212
Track	153	35	188
Mountain bike	50	30	80
Total	358	122	480

Competition Format

Track

Three events, the keiren, madison and Olympic sprint, debuted at these Games.

Men

1 km time trial: cyclists raced one at a time four laps (1km) against the clock.

Sprint: all riders completed a 200 m time trial to determine the fastest 18 riders who qualified for the first round. From the quarterfinals, two-up matches over two heats with a third deciding heat, if necessary. Quarterfinal winners contested semifinals. Quarterfinal losers rode a four-up round for places 5-8. Other losers rode for places 9-12 and 13-18.

Individual Pursuit: the four fastest riders qualified from the qualifying heats. Two cyclists competed in a 4 km pursuit. The riders started on opposite sides of the track. The winner either caught the other rider or recorded the faster time.

Team Pursuit: two teams of four competed against each other in a 4 km race starting on each side of the track. A win is achieved when either the third rider of one team catches the

third rider of the other team, or by the fastest team judged by when the front tyre of the third rider crosses the line.

Points Race: riders in this event had to cover 40 km. To win, a rider needed to accumulate the most points in the sprints, which occurred every ten laps, or lap the field. Sprint points were awarded as follows: five points for lap winner, three points for second, two points for third and one point for fourth. Double points were awarded from the final lap. The race was determined on distance together with accrued points.

Madison: teams cover a distance of 60 km. To win, a team needed to accumulate the most points in the sprints which occurred every 20 laps, or lap the field. Sprint points were awarded as follows: five points for first, three points for second, two points for third and one point for fourth. The race was determined on distance together with accrued points.

Keiren: riders competed in a sprint after completing a number of laps behind a pacer. There were 21 riders in three heats of six to seven riders with 12 riders qualifying for the second round and six for the final. The pacer started at 25 km per hour, increased to 45 km per hour and left the track with 2½ laps to go.

Olympic sprint: contested over three laps by teams of three riders, each of whom lead for one lap. The first qualifying round determined the eight best teams. Second round selected the best four among the eight qualified teams. The teams with the best two times rode for the gold and silver medals and the other two teams rode for the bronze medal.

Women

500 m Time Trial: cyclists raced solo against the clock. For women, after two laps (500 m) each rider's time was ranked with all others to determine final standings.

37. Capacity crowds at the Dunc Gray Velodrome were treated to a world class competition where three world records fell. Amphitheatre-style seating placed spectators as close to the track as possible

38. Cyclists raced around the 250 m baltic pine track of the velodrome at speeds of up to 70 kmh

Sprint: all riders completed a 200 m time trial to determine the fastest 12 riders, who qualified for the first round. From the quarterfinals, two-up matches over two heats with a third deciding heat, if necessary were held. Quarterfinal winners contested semifinals. Quarterfinal losers rode a four-up round to decide places 5-8. Other losers rode for places 9-12.

Individual Pursuit: the four fastest riders qualified from the qualifying heats. Two cyclists competed in a 3 km pursuit. Riders started on opposite sides of the track. Riders won by either catching the other rider or recording the faster time.

Points Race: in this event riders covered 25 km. To win, a rider must have accumulated the most points in the sprints, which occurred every 10 laps, or lap the field. Sprint points were awarded as follows: five points for lap winner, three points for second, two points for third and one point for fourth. Double points were awarded for the final lap. The race was determined on distance together with accrued points.

Road Race

The road race was contested on a 17.1 km course of public roads especially prepared for Olympic competition. It featured a mass start and the first rider across the line was the winner. Men competed for 14 laps (239 km) and women for seven laps (120 km). Start positions were allocated according to a country's top finisher at the previous year's world championships. The higher seeded countries were placed at the front of the group. If organisers could not separate teams by seeding, a random draw took place.

Individual Time Trials

The time trial was a 15.6 km course following the same route as the road race, except for the loop from Queens Park to Bronte Beach. In the individual time trials, competitors started at 90-second intervals and raced against the clock for a predetermined distance. The cyclist with the fastest time was the winner. The men raced against the clock for three laps (46.8 km), and the women for two (31.2 km).

Mountain Bike

Fifty men and 30 women raced on separate days. Riders were seeded into a starting grid according to their current world ranking and, after a mass start, completed a specified number of laps of the course. The first rider across the line was the winner. Had a rider been lapped at any time during the race, that rider was allowed to finish that lap and then withdrew from the competition.

Equestrian

Sydney was to be the first time Olympic equestrian events had been held in Australia. Equestrian was held in Stockholm, Sweden in 1956, because of Australia's strict quarantine laws. More than four years of planning by SOCOG, the SOCOG freight consortium, the Australian Quarantine and Inspection Service (AQIS), Customs, and a number of other agencies and companies were recruited to bring the competing horses to Australia. This included identification of Pre-Export Quarantine (PEQ) stations in Europe and North America; management of the PEQ period, transportation of the horses, the biggest ever

world-wide airlift of horses; transportation to the Equestrian Centre, which had been turned into a quarantine station for Post Arrival Quarantine (PAQ). Unloading of horses and tack and other equipment had to be examined by Customs, Security and AQIS. A full range of veterinary and laboratory services were provided on site. The freighting of horses back to their countries of origin was a similarly complex operation.

For each equestrian event, there was 'horse inspections' or 'Veterinary inspections' to ensure that only horses considered sound took part or continued in the competition. This is especially the case for the three-day-event where there is a first horse inspection before the dressage test, a compulsory halt and informal inspection during the first section of Phase C, the second inspection during the compulsory stop in the '10-minute box' before the start of the cross-country obstacle course, and the third inspection in the morning of the jumping test. In addition, horses and riders were observed by Ground Jury members and stewards during the cross-country day.

Venue

The core area of the Sydney International Equestrian Centre (SIEC) occupied more than 80 ha in Olympic mode, including the steeplechase course. A further 300 ha were used for sections of the cross-country obstacle course and the roads and tracks phases of the three-day-event competitions. The centre was located within the Sydney West Regional Park and was purpose built for the Olympic Games. Completed in July 1999, the main arena seated 20 000 but the centre could accommodate 50 000 for the cross-country legs.

Facilities on site included a Grooms' Village consisting of portable housing units and other temporary facilities.

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39. Sydney's International Equestrian Centre housed 230 horses and also accommodated 280 grooms in a Grooms Village

40. The equestrian competition in particular benefited from the excellent weather conditions prevailing through most of the 14 days of the event



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BROWNYN REINEX/SOCOG



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AL BELLO/ALLSPORT

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RYAN GORMILY/SPORT THE LIBRARY

Set in 500 ha of native bushland, really two venues in one, the core centre included the main arena, indoor training hall, stable complex housing 243 stables, 20 lunging rings, 14 sand arenas, 5 grass hocking arenas. All facilities incorporated water smart fittings and energy efficient lighting systems.

Field of Play

The main arena hosted the dressage and show jumping competitions, including those of the three day event competitions. The surface of the arena was all-weather sand. For the three-day-event competitions, the SIEC and adjoining parklands were used for the cross-country phases, including roads and tracks, steeplechase and the cross-country obstacle course.

Most of the equipment used for the Olympic equestrian competition was purpose built for the Olympic Games. This included the fences for jumping and cross-country, dressage arena sides and markers.

Training Sites

Sydney International Equestrian Centre 1 August-1 October

Training facilities included: final warm-up arena (90 m x 70 m); indoor training hall (70 m x 35 m) sand surface; general training area, grass (100 m x 50 m); general training area, sand (100 m x 50 m); six dressage training arenas (60 m x 20 m), all weather sand surface; seven jumping training arenas (90 m x 45 m); five lunging rings (20 m diameter); cross-country training track (approx. 3 km) grass with typical obstacles; sand galloping track (1 km) and hacking areas inside steeplechase course and elsewhere.

Facilities were available from 7 am to sunset. The Overall Chief Steward provided the roster.

Number of Athletes and Teams

The quota for the equestrian competition was 225. In each of the three disciplines, one reserve horse was allowed for each team of three or four riders, that is, a total of 15 reserve horses for three-day-event, 10 for dressage and 16 for jumping.

Competitors for event types (including reserves)

Three day event	111
Dressage	60
Jumping	95
Total	266

Competition Format

Three-Day-Event

There were separate competitions for teams and individuals. On the first day competitors rode a compulsory dressage test. The score of this test was converted into penalty points to which jumping or time penalties of the following two days of competition were added. The cross-country day consisted of four phases, including two phases of roads and tracks (14.3 km total), steeplechase (3.1km of racing grass surface) and a cross-country course (7.4 km) including about 30 obstacle complexes requiring some 45 jumping efforts, which was to be completed within a prescribed length of time. The show jumping test was the final section of the three-day-event. The team with the lowest number of penalties in the three tests for its best three riders won the team classification. The winner of the individual competition was the horse/rider combination with the lowest number of penalties.

Dressage

Each horse and rider in the team competition performed the International Equestrian Federation (FED Grand Prix test, which contained a series of compulsory movements. All dressage horses and riders must have participated in the FEI Grand Prix test, as it was the first phase of qualification for the individual final. Judges awarded marks out of 10 for each movement and for collective assessment. The best three scores of each team of four counted towards the team

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GLEN WATSON/FAIRFAX

41. The Equestrian Centre's arena seated 20 000

spectators, who witnessed a well-managed competition

42. Sydney's outstanding efforts in organising the equestrian competition were lauded as a blueprint for all future Games by an IOC representative

classification. The best 25 individuals in the team competition qualified to compete in the Grand Prix Special, a slightly shorter and more concentrated version of the Grand Prix test. The combined percentage scores of the Grand Prix and the Special in turn qualified the best 15 combinations for the Grand Prix freestyle composition of Grand Prix movements performed with the rider's own choreography to musical accompaniment.

Jumping

The first competition was a qualifier for the individual final competition. The following team competition also served as the second and third qualifying rounds for the individual competition. In the team competition, the team with the lowest total number of penalties with its best three riders in each round of the team competition won the gold medal. The top 45 individual riders from the three qualifying competitions competed in Round A of the individual final. Of these, the top 20 advanced to Round B of the individual final. Individual medals were awarded based on the combined score of Rounds A and B of the final. If there was a tie for the medal placing, it was broken by a jump-off round.

New Rules

There were no substantive rule changes in jumping or dressage.

Three-Day-Event

Riders in teams that were out of competition due to eliminations or retirements, were allowed to transfer to the individual competition, provided that they had not started on the cross-country obstacle course. Following a series of rider fatalities a number of technical rule changes that had been implemented from the beginning of 1999 were reversed or modified. A ten-minute halt was made compulsory in Phase C.

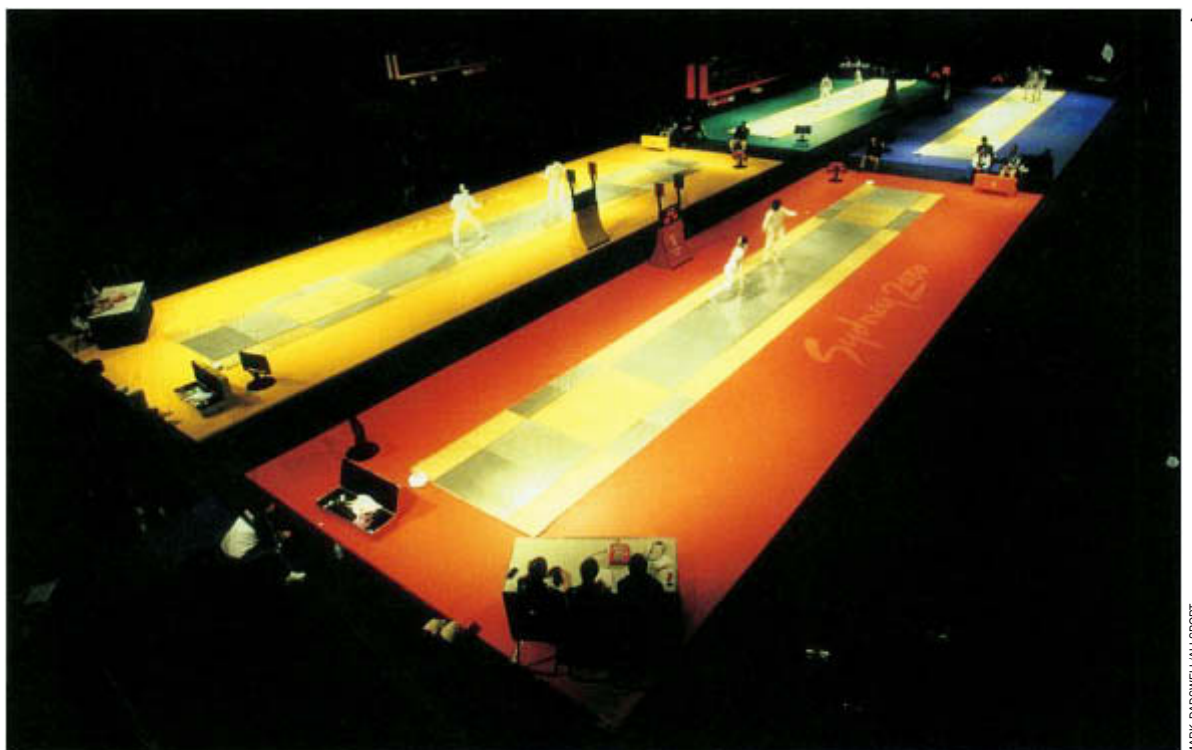
Fencing

Capacity or near capacity crowds at every session witnessed competition of the highest standard over nine intense days of competition. Ultimately the event relied on a dedicated competition management team which integrated seamlessly with all program areas bringing paid and volunteer staff together in a cohesive unit.

The use of two halls enabled two phases of competition – preliminaries and finals sessions – to be presented to the crowds in the most effective manner. The preliminary sessions utilised colour coding identifying all fields of play and scoring equipment, enabling scoring to be easily understood by a 'non-fencing audience'. Swiss timing scoreboards and the IBM results system communicated vital information to audiences and media.

Venue

The fencing took place in Halls 4 and 5 of the Sydney Exhibition Centre, Darling Harbour, 19 km east of SOP. Hall 5 seated 2200 for the preliminary sessions and Hall 4 seated 5000 for the finals sessions. Spectators were well catered for with superior seating, good lines of sight and the use of video projection featuring historical and technical features



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MARK DADSWELL/ALLSPORT

together with super slow motion replays of the critical actions. Broadcast and media positions were excellent. All athlete areas; preparation, competition and service were well designed and constructed and operated to optimum requirements. Transport to and from the venue was effective and remained criticism free throughout the Games

Field of Play

The preliminary rounds were conducted in Hall 5 on four competition pistes laid to FIE specifications. The final rounds were conducted in Hall 4 on one podium mounted piste built to FIE specifications. There was a warm-up area containing eight warm-up pistes. These were immediately adjacent to the field of play. Fencing utilized Suis Ascor electronic shooting stations provided by Swiss Timing.

Training Sites

Peter Forsythe Auditorium, Glebe 2-24 September
There were 14 pistes with scoring and timing apparatus and an athlete equipment repair station. The training venue was equipped with change rooms, showers and administrative offices.

Training times were allocated by competition management on a rotational basis, giving all teams sessions at different times on different days. Teams were allocated a two hour training session each day at the training venue.

The number of pistes provided was based on the size of the delegation with smaller teams sharing pistes.

Number of Athletes and Teams

The competition included events in the épée, sabre and foil for men; foil and épée for women. There were approximately 120 men and 80 women. No event had more than 44 athletes and no event had less than 36.



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RICARDO MAZALAN/AF PHOTO



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ALLSPORT

43. The fields of play for fencing at the Sydney Convention and Exhibition Centre were built to the specifications of the International Federation 44 and 45. In order to enhance the enjoyment of the competition even for non-fencers, a highly visible scoring system made the action accessible for broader audiences

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The competition was decided by direct elimination. Athletes were placed into a tableau of 64, with byes allocated where necessary. The ranking of athletes was consistent with International Fencing Federation (FIE) rankings. Each bout of the tableau consisted of three rounds of three minutes, with one minute between rounds, or until one athlete made 15 touches. If the third round was completed before either athlete reached 15 hits the athlete with the most hits was declared the winner. Where there was equality at the expiration of time, a further one-minute of fencing time was made available. The athlete who scored the first touch, single hit in the case of épée, was declared the winner. Prior to the commencement of the final minute the referee conducted a draw between the two competitors. If scores remained equal at the conclusion of the extra minute of competition, the winner of the draw was declared the winner of the bout.

The final four athletes in each event proceeded to the finals series, which was conducted on a single piste. The final series comprised two semifinals, the match for the third and fourth places and the match for the first and second places. The ranking for places for the finalists for fifth, sixth, seventh and eighth place were made according to their original indices.

Team Events

The team competition consisted of teams of three athletes and it was decided by direct elimination. The qualified teams were placed on a tableau of 16, with byes allocated where necessary. The ranking of the teams was calculated by adding the points

obtained by the team members in the individual event. Each match at each stage of the tableau was for 45 touches. The first team to reach 45 touches was the winner. Each match consisted of nine bouts of a maximum of four minutes each. Each bout continued until the first athlete made the next multiple of five touches or the time for the bout expired. If the ninth bout was completed before either team reached 45 touches the team with the most touches was declared the winner. Where there was equality at the expiration of time a further one minute of fencing time was made available. The team to score the first touch, single hit in the case of épée, was declared the winner. Prior to the commencement of the final minute the referee conducted a draw between the two teams. If scores remained equal at the conclusion of the extra minute of competition the winner of the draw was declared the winner of the match.

The matches of the final series were conducted on a single piste. The finals series comprised the match for the third and fourth places and the match for the first and second places. The ranking for places for all subsequent places were fenced out. The competition draw was conducted on 14 September at Hall 4, Sydney Exhibition Hall, Darling Harbour.

Football

Forty-eight matches played by 24 teams in six stadia across five Australian cities attracted more than one million spectators to the football competition – a figure that could have been higher had it not been that several of the stadia used had quite small spectator capacities. Fifteen sessions were almost sold out as the communities of Adelaide, Brisbane, Canberra and Melbourne joined Sydney to experience the Olympic Games

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46. The Olympic football competition was used to spread the Games over five cities, giving more Australians the chance to get a taste of the excitement that enveloped Sydney

AL BELLO/ALLSPORT

in their own city. The early elimination of the two Australian national teams did not reduce local interest in the tournament. Most matches were entertaining with an average of over four goals per game.

Venues

Sydney Olympic Stadium

The Olympic Stadium, venue for the finals, had a seating capacity of 115 600. The facilities included private suites and open corporate boxes, bars, restaurants and function rooms.

Sydney Football Stadium, Sydney

The Sydney Football Stadium, opened in 1988, is 5 km from the centre of Sydney, a short drive from Sydney Airport, and 26 km from the Olympic Village. The Sydney Football Stadium seated 42 000.

Melbourne Cricket Ground (MCG)

The MCG is located five minutes from the city centre and only two minutes from the Official Hotel. Melbourne is the capital city of the state of Victoria which is in south-east Australia, approximately 1000 km by road, and one hour flying time from Sydney. The MCG, which served as the Olympic Stadium for the 1956 Melbourne Olympic Games, had a seating capacity for Olympic football of 98 000.

Hindmarsh Stadium, Adelaide

The Hindmarsh Stadium is 3.5 km north west of the Adelaide city centre. Adelaide, 1167 km from Sydney and just under two hours flying time is the capital city of the state of South Australia. Hindmarsh Stadium was an existing facility with a seating capacity of 20 000 during Games-time.

Bruce Stadium, Canberra

The Bruce Stadium, is next to the Australian Institute of Sport, 4 km from Canberra city centre. Canberra is Australia's capital city, 300 km south-west of Sydney by road and 45 minutes flying time. The Bruce Stadium was an existing facility with a spectator capacity during Games-time of 40 000.

Brisbane Cricket Ground

The Brisbane Cricket Ground is 10 minutes from Brisbane's city centre. Brisbane is the capital city of Queensland, 752 km north of Sydney and 90 minutes by air. The Brisbane Cricket Ground was an existing facility which accommodates 37 000 spectators.

Training

All team training took place at the various training venues in the different cities as well as one 'familiarisation' session on the competition venue surface prior to the teams' first match. The time set for this familiarisation session was as close to the actual time the games were going to be played as possible. Familiarisation times in competition venues and training times in training venues prior to competition were allocated by competition management and International Football Federation (FIFA) after consideration of requests from the teams. A preliminary schedule of rostered training sessions was prepared and distributed to teams at the time of the Draw Ceremony. These consist of one to two, two-hour training slots each day, depending on individual teams' requirements.



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Sydney

- Olympic Stadium 10-29 September
- Sydney Football Stadium 10-29 September
- Gabbie Stadium, Seven Hills 2-30 September
- Sydney United Stadium, Edensor Park 2-30 September
- Marconi Stadium Wetherill Park 2-30 September

Adelaide

- Hindmarsh Stadium 10-29 September
- Para Hills Soccer Club 2-24 September
- Modbury Soccer Club 2-24 September
- Oakden Sports Club 2-24 September

Brisbane

- Brisbane Cricket Ground 10-29 September
- Lang Park Stadium 2-24 September
- Ballymore Stadium 2-24 September
- Queen Elizabeth II Stadium 2-24 September

Canberra

- Bruce Stadium 10-29 September
- Greenway Oval 2-25 September
- Seiffert Oval 2-25 September
- Ainslie Oval 2-25 September
- Kaleen Oval 2-25 September
- Hawker Oval 2-25 September

Melbourne

- Melbourne Cricket Ground 10-29 September
- Lakeside Stadium 2-26 September
- Anderson Reserve, Paisley Park, Altona 2-26 September
- Olympic Park 2-26 September
- Epping Soccer Club 2-26 September
- Veneto Club Bulleen 2-26 September

47. Bruce Stadium in Canberra hosted 11 Olympic football matches, involving the city in Olympic-related preparations such as transport, security and accommodation for athletes and officials

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Number of Athletes and Teams

In the football competition 432 athletes, 288 men and 144 women, competed. There were 16 teams of 18 players in the men's draw, eight teams of 18 players in the women's draw.

Competition Format

Men's Competition

Four pools of four teams began the competition' The first round was a round-robin in each pool, with three points for a win, one point for a draw and none for a loss. At the end of the first round, teams were classified based on number of points, goal differences and greater number of goals. The winner and runner-up in each group qualified for the quarterfinals.

The quarterfinals, semifinals, final and the play-off for third place were played as knockouts. In the quarterfinals, teams played each other in the following format:

- match no. 25: winner pool A played runner-up pool B
- match no. 26: winner B played runner-up A
- match no. 27: winner C played runner-up D
- match no. 28: winner D played runner-up C

The winners of these matches qualified for the semifinals. The losers were eliminated and classified. In the semifinals, teams played each other in the following format:

- match 29: winner of match 25 played winner of match 27.
- match 30: winner of match 26 played winner of match 28

The winners of the semifinals qualified for the final. The loser of the semifinals contested the play-off for third place.

Women's Competition

The eight teams taking part in the final competition were divided into two groups of four teams. The format of the first round was

as for the men's competition. The winner and runner-up in each group qualified for the semifinals.

The semifinals, final and the play-off for third place were all played as knockouts. In the semifinals, teams played each other in the following format:

- Match 13: winner pool E played runner-up pool F
- Match 14: winner F played runner-up E

The winners of the semifinals qualified for the final. The losers of the semifinals contested the play-off for third place. The competition draw was held on 3 June 2000 at the Sydney Town Hall. Each team was provided with 20 Adidas footballs prior to departing their country of residence.

Gymnastics

Detailed preparation particularly in the production of the event led to the very professional presentation to the athletes and the spectators. All gymnastic events were well attended with extremely enthusiastic crowds who didn't just support the Australian team. The 'Look' of the venue was spectacular, and comprehensive, which meant the venue presented very well on television and in photographs.

The results program is extremely complex for the different disciplines of gymnastics. Extensive planning, preparation and rehearsals lead to all objectives of the IF being met. A well established working relationship with SOBO ensured a very positive and conducive environment existed for one of the most highly televised of Olympic sports. Daily briefings and constant review of the detailed scheduling ensured all parties were informed.

The 18 medal ceremonies ran smoothly due to staff with gymnastics knowledge on the medal ceremonies team.

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BILLY STICKLAND/ALLSPORT

48. World-class athletes displayed their talents during the gymnastics competition in Sydney

49. The women's vault, initially set 5 cm too low, proved the only glitch in this Olympic competition

50. Opposite page: Rhythmic gymnastics was the only discipline held at the Pavilion, a more intimate venue with a spectator capacity of 5600

51. Opposite page: Trampolining made a successful Olympic debut in Sydney

52. Opposite page: The US gymnastics team train at the SuperDome before the opening of the Olympic Games

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STEPHEN MUNDAY/ALLSPORT

Venue

The competition venue for the artistic and trampoline disciplines in gymnastics was the Sydney SuperDome, SOP. This venue was purpose-built for the Sydney 2000 Olympic Games and had a seating capacity during the gymnastics competition of 16 900. The competition venue for the rhythmic discipline of gymnastics was Pavilion 3 at SOP. Pavilion 3 is one of four pavilions under the one roof at SOP, which are used regularly as exhibition halls. The seating capacity was 6000.

The SuperDome had extensive back-of-house space for all operations to be carried out most efficiently. The seating capacity of 15 500 was sufficient for one of the most popular sports on the Olympic program, and sufficient room on the field of play to accommodate the competition and the vast number of cameras and photographers. Pavilion 3 needed extensive construction and fitout to host Olympic competition and unfortunately the lack of air conditioning caused temperature control problems.

Training

The training venues provided three men's and three women's artistic gymnasiums, two trampolines and six rhythmic mats.

Artistic and Trampoline

Sydney SuperDome podium training 13-14 September;
Trampoline and podium training 22-23 September.
Regents Park artistic training 2-25 September
Trampoline training 2-21 September

Rhythmic

Pavilion 3: Rhythmic competition and podium training
26-27 September
Regents Park 2 September – 1 October

Number of Athletes and Teams

One-hundred and ninety-six athletes competed in the artistic discipline: 98 men and 98 women.

Twenty-four athletes competed in the trampoline discipline: 12 men and 12 women.

Eighty-four women competed in the rhythmic discipline: 24 in the individual competition and 10 groups of six gymnasts (total of 60) in the group competition.

Competition Format

Artistic

The artistic discipline consisted of four competitions: qualification, individual all-around final, apparatus final and team final.

Qualification: the competition involved 12 NOC teams, each team with six gymnasts, and 26 individuals. Any five of the six gymnasts in the team competed on each apparatus. Six apparatus were contested for men and four for women. The content of the exercises performed by each gymnast was optional and determined by the gymnast.



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SIMON COCKS/GENEWS LTD



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JED JACOBSON/ALLSPORT



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MICHAEL STEELE/ALLSPORT



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53. Twelve men's and ten women's teams fought for Olympic gold in handball

54. The handball competition proved to be a surprise success at the Games. Crowds were regularly on their feet in excitement and most sessions were sold out

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SCOTT BARBOUR/ALLSPORT

Competition I served as the qualification competition for the remaining competitions. Scores from the qualification did not carry over to the finals. The team total was composed of the best four scores on each apparatus.

Individual all-around final: the top 36 gymnasts, maximum three per NOC, qualified from the all-around in competition performed optional exercises on specific apparatus. Men performed on six separate apparatus, while women performed on four separate apparatus. The gymnast with the highest combined score on all apparatus was the winner.

Apparatus finals: the top eight gymnasts, maximum two per NOC, qualified from each of the six apparatus for men and four apparatus for women in qualification, performed an optional exercise on the individual apparatus, on which they were qualified. The gymnast with the highest score on each apparatus won the gold medal for that apparatus.

Team finals: the six top teams from qualification competed in six apparatus for men and four for women. Teams were composed of six gymnasts with any five of those gymnasts performing on each apparatus. The team with the highest combined score won the gold medal. The team total was composed of the best four scores on each apparatus.

Trampoline

The trampoline discipline consisted of an individual competition.

Qualification: all athletes presented a compulsory exercise and an optional exercise in this round. The top eight men and top eight women qualified for the final. Scores from the qualification did not carry over to the finals.

Final round: each athlete performed a single optional exercise.

Rhythmic

The rhythmic discipline consisted of an individual competition and a group competition.

Individual competition: an all-around competition consisting of four apparatus exercises being rope, hoop, ball and ribbon. Each routine had musical accompaniment. Gymnasts competed in two of the apparatus on one day and the other two on the next day. The top 10 gymnasts based on the total number of points scored in the qualification over all four apparatus advanced to the final. Scores from the qualification round did not carry over to the finals. The winner was the gymnast with highest score in the finals.

Group competition: ten groups of six gymnasts, five members per routine, performed two exercises. One exercise was performed with 10 clubs and the other with two hoops and three ribbons. The eight groups with the highest total score of the two exercises advanced to the final. Scores from the qualification round did not carry over to the finals. The winner was the group with highest number of points in the final.

The competition draw for all three disciplines took place in Lugano, Switzerland in March, 2000.

Acromat provided all artistic gymnastics equipment, with the exception of the vaulting boards, which were supplied by AAI. Mitufa supplied rhythmic floor carpets and Acromat the sub-floors. Eurotramp supplied trampolines.

New Rules

No new rules were introduced, although several format changes occurred from the 1996 Atlanta Olympic Games. Compulsory routines for artistic gymnastics were abolished; team finals were introduced for artistic gymnastics.

Handball

Spectators at the handball competition were predominantly Australian but a small and very vocal component from the major handball countries such as Denmark, Norway, Sweden, Hungary, Germany, France, Yugoslavia and Slovenia certainly announced their presence. The competition was well conducted and no major problems were encountered.

There was very good coverage of the handball tournament, especially by the print media and the spectators expressed enthusiasm for the sport and the event. Handball tickets were always in demand and many more seats could have been sold had they been available.

Venues

Handball was played in The Dome and Pavilion 2, SOP. The venue was not purpose built for sport and required full Olympic fitout and temporary seating. The seating capacity of Pavilion 2 was 6000 and of the Dome 10 000. The lack of air conditioning caused temperature control problems and cross-over in back-of-house areas with other sports and different customer groups created issues of control of movement and protection of the athletes from media and other Olympic Family.

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JAMIE SQUIRE/ALLSPORT

55



HANISH BLAIR/SPORT

Field of Play

The competition area included a 40 x 20 m playing surface and an identical warm-up court. Taraflex supplied the court surfaces, Schelde provided the goals and nets and Adidas provided the balls.

Training sites

- Pavilion 2 2-15 September
- The Dome 27-28 September
- Anne Clark Centre, Lidcombe 2 September – 1 October
- HK Ward Gymnasium, Sydney University 2 September-1 October
- Bankstown Basketball Stadium 2 September – 1 October
- EG Whitlam Centre, Liverpool 2 September – 1 October

Number of Athletes and Teams

The competition feature 330 athletes; 180 men in 12 teams of 15; and 150 women, in 10 teams of 15.

Competition Format

Preliminary pool: teams were divided into two pools. In the women's competition there were five teams in each group and the men had six teams. Each team in either pool played the other teams in a round-robin competition. The men had five games each and the women four.

Quarterfinals: the top four teams in each group qualified for the quarterfinals.

Semifinals: The four winners of the quarterfinals proceeded to the semifinals.

Finals: the winners of the semifinals played for first and second place. The semifinal losers played-off for third and fourth place.

Classification matches: the quarterfinals losers played the classification matches for places five to eight. The fifth placed teams in each group played-off for places nine to ten. For the men's tournament the sixth placed teams in each group played off for places 11 to 12.

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RICK STEVENS/FAIRFAX

Hockey

There was the excellent standard of play throughout the hockey competition and plenty of goals. The video replay screen and the general presentation of the event added an extra dimension to the competition keeping spectators involved and excited about the athletes performance. There were no major problems or issues for competition management during the Games.

Venue

The construction of the State Hockey Centre, SOP, was completed in January 1999. A new synthetic surface was laid in January 2000 in preparation for the Olympic Games. Temporary seating increased the Games-time capacity to 15 000. A particular advantage of the layout was the ability to accommodate all competition management staff within the permanent structures of the Hockey Centre.

Field of Play

Two water-based pitches were located at the State Hockey Centre. Pitch one was used as the warm up-down pitch while the other was reserved for competition. Both pitches had a new Poligras 2000 synthetic surface that had been laid in January 2000.

Training Sites

- State Hockey Centre
- State Hockey Centre-Warm-Up Pitch
- Keith Thompson Hockey Centre, Ryde 2-15 September
- Cintra Hockey Complex, Concord 2-30 September

Training times were allocated on a rotational basis. From 2-8 September, two-hour time slots were allocated for each team. From 9-15 September, one-and-a-half hour time slots were allocated.

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55. The purpose-built Hockey Centre, seating 15 000 spectators, hosted a perfect Olympic competition

56. Athletes and officials agreed that Sydney's Olympic hockey tournament was the best in the history of their sport

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2

Number of Athletes and Teams

There were 352 competitors: 192 men in 12 teams and 160 women in ten teams, maximum 16 players per team.

Competition Format

In both competitions a win earned three points, a draw one point, a loss zero points.

Men's competition: two pools of six teams each played a round-robin competition. After these preliminary matches, the teams played cross-over system semifinals, i.e. the top team from one pool played the second-top team from the other pool. The winner from each semifinal played-off for first and second positions and the losers played off for third and fourth.

Women's competition: For the women there were also two pools. At the end of the preliminary round-robin matches the top three teams in each pool competed in the medal pool round. At the conclusion of these matches the two teams with the most points went through to the gold/silver match, the third and fourth highest point getters played for bronze and the fifth and sixth point getters played for fifth and sixth.

Those teams that finished fourth and fifth in their pool after the preliminary matches competed against similarly-placed teams from the opposite pool. At the completion of these matches the top teams played off for seventh and eighth position and the bottom two teams for ninth and tenth.

The competition draw took place in June 2000.

New Rules

A major change was replacing women's semifinals with the medal pool round. This involved the top three teams from each pool rather than just two, as would have been the case under a semifinal system. All matches were played on one pitch. The daily schedule of matches stretched from 8.30 am until 10.30 pm.

Judo

Spectators at the 2000 Games saw something very different in the judo competition — coloured judo suits. The suits, properly referred to as judo-gis, have traditionally been white, but the International Judo Federation (IJF) had decided to change the dress code for major international events. In each contest, one judo-ka wore the traditional white judo-gi while the other wore blue.

The majority of the preliminary sessions in the afternoon and the finals in the evenings were sold out.

Venue

The Sydney Exhibition Centre, where all events in the Olympic judo competition were held, was located at Darling Harbour, a major exhibition, convention, entertainment and shopping precinct. This venue was built as an Exhibition Centre in 1988 and was refurbished for the Sydney 2000 Olympic Games. For the Sydney 2000 Olympic Games the venue for judo had a seating capacity for approximately 9000 spectators. The Exhibition Centre comprised five halls covering column-free space of 25 000 sq m.

Field of Play

The field of play consisted of two 8 m by 8 m contest mat areas on a podium measuring approximately 30 m by 16 m, raised 60 cm above the ground. There was a warm-up area of approximately 400 sq m adjacent to the field of play.

Training Sites

Regents Park 2-22 September

There were 16 individual training areas, each 8 m x 8 m. In addition, there was one common training area with a 16 m x 16 m mat. Sewing facilities were available to affix 'back identification' on judogis.

The training venue was also equipped with athlete and management support facilities such as change rooms, showers and administrative offices. Sauna and scales were available for athletes to check and manage their weight.

Competition management provided a training form to NOCs upon entry into the Olympic Village. All teams were required to book their training sessions at the Sports Information Centre.

Number of Athletes and Teams

The judo quota of 385 athletes included 228 men, 157 women.



DOUG PENSINGER/ALLSPORT

57. The medals awarded in the judo competition were greeted with much enthusiasm

58. In an Olympic first, competitors in the judo event were dressed in differing colours – blue and white – to make it easier for audiences to follow the competition



KATSUMI KASHIHARA/AP PHOTO

Competition Format

The Olympic judo competition was contested in the following weight divisions:

Men: 60 kg; 66 kg; 73 kg; 81 kg; 90 kg; 100 kg; 100 kg plus.

Women: 48 kg; 52 kg; 57 kg; 63 kg; 70 kg; 78 kg; 78 kg plus.

Elimination system: the competition was run in an elimination format with a double repechage. Judo was divided into two tables, A and B, by means of a draw, and in turn into two groups in each table: A1, A2, B1 and B2. The elimination system was used to produce two finalists. Seeding of judoka was based on the previous world championships, provided they had entered the same weight category. All judoka defeated by the group winners of A1, A2, B1 and B2 took part in the repechage of their respective pools. The winners of each repechage fought against the loser of the final of the opposite table for the bronze medals. The winners of table A and table B fought for the gold and silver medals.

Contest duration: the duration of the contests was five minutes for men and four minutes for women (actual time) in accordance with the IJF, Sport and Organisation Rules and refereeing rules.

The competition draw took place on 14 September at the Sydney Exhibition Halls, Darling Harbour.

Modern Pentathlon

Modern pentathlon reached some significant milestones at the Sydney Olympic Games. Women debuted in Olympic competition and the sport was presented in a true 'stadium' format to sell-out crowds. With competition in three venues all within a 500 m radius, spectators were able to easily witness this historic presentation of one of the classic Olympic events.

Entertained with a comprehensive package of sports presentation features including Scoreboard graphics, video clips, sports trivia information, music and live commentary close to 15 000 spectators became instant fans of the sport.

The quality of venues at SOP, the quality of competition and sports presentation, combined with the most comprehensive television coverage ever of modern pentathlon in Olympic Games history ensured first class viewing for live spectators and global television audiences.

Venues

The modern pentathlon competition used three venues at SOP; Pavilion 2, Sydney International Aquatic Centre (SIAC) and the Baseball Stadium.

Pavilion 2 was not purpose built for sport and required a full Olympic fitout and provision temporary seating for 6000. The SIAC was completed in 1994, and seating was expanded to 17 500 for the Games. The Baseball Stadium was officially opened on 17 October 1998 as part of Sydney Showground. It's seating capacity for this event was 12 000 in the arena with an additional 3000 seating on the grass.



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MARK DAUSWELL/ALLSPORT

Fields of Play

Shooting: 26 Suis Ascor electronic shooting stations,

Fencing: six Prieur fencing pistes including one specially raised feature piste on a podium.

Swimming: eight competition lanes.

Jumping: 12 jumps (15 efforts) including a triple and water jump.

Running: three laps of a 1000 m course.

For the showjumping discipline SOCOG built a full set of dedicated, modern pentathlon competition showjumping obstacles and the IF International Union of Modern Pentathlon (UIPM) purchased the horses used in the competition. They were prepared and trained at Charles Sturt University, Wagga Wagga, under a SOCOG provider agreement. SOCOG provided the horse tack, saddles and bridles.

Training Sites

Modern Pentathlon Park, SOP 2-30 September
Olympic Village running trails



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MIKE HEWITT/ALLSPORT

59. Modern Pentathlon, one of the longest-standing Olympic events, was for the first time packed into a single day's competition

60. The five disciplines were spread across three venues, all located in Sydney Olympic Park and within walking distance from each other, making it easy for athletes and spectators

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61. Rowing teams used the early morning hours for training sessions

62. The Sydney International Regatta Centre had a capacity of close to 30 000 spectators. With both local and international fans following the events, a colourful atmosphere prevailed throughout the competition

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ALEXANDER ZEMLIANICHENKO/AP PHOTO

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CHARLES BUTCHER/SOCCO

Auburn Pool
Auburn-Lidcombe RSL Youth Club (fencing and shooting)

Training times in training venues were allocated by competition management on a rotational basis, giving all athletes equal numbers of sessions and also giving them sessions in different venues at different times. Between 12-26 September, two-hour training time slots were allocated for athletes for riding. Between 2-30 September, two-hour training time slots were allocated for athletes for training in the three disciplines of swimming, shooting and fencing, as venues for these sports were adjacent to each other.

Number of Athletes and Teams

The quota for modern pentathlon was 24 men and 24 women athletes.

Competition Format

The Olympic modern pentathlon competition consisted of single-medal competition for the men and women. Each competition consisted of rounds in shooting, fencing, swimming, riding and running.

Description of Events

All events took place on the same day. Competitors earned cumulative points for each round.

Shooting: contestants fired 20 shots from a 4.5 mm air pistol at 20 targets, one shot per target. All 20 shots were fired from the same position. The order of competition was determined alphabetically.

Fencing: consisted of a 24-person round robin with each athlete fencing each other. The format was a series of épée electronic

one-touch bouts lasting one minute. The order of bouts was drawn prior to the start of the competition.

Swimming: the swimming event consisted of three heats of eight swimmers over a 200 m freestyle course. Swimmers were placed in heats and lanes according to their personal best times from the preceding season. They earned points for their times, not finishing positions. After the swimming event, athletes were divided into two groups according to their overall placing in the competition to that point.

Riding: athletes drew horses for the riding event and athletes ranked first and 13th rode the same horse, as did athletes ranked 2nd and 14th, 3rd and 15th, and so on. The riding event consisted of a 350-450 m stadium course of 12 jumps including a double-jump and triple-jump. A water jump was optional.

Running: the final event was a 3000 m chase run. The leader after the first four events started first and each other athlete started at intervals behind the leader determined by the accumulated points differential between that athlete and the leader. The first runner to cross the finish line was the winner of the whole competition and each athlete's order of place in the run also decided his or her place overall in the modern pentathlon competition. This arrangement promoted the possibility of very exciting last legs.

The following competition draws were performed at the Baseball Stadium, SOP:

Fencing – 29 September 2000; Showjumping (men) – 30 September 2000; Showjumping (women) – 1 October 2000.

New Rules

There were no new rules for modern pentathlon, however there were a number of innovations in rules for management of the sport in the Games. Firstly, warm-up zones were tightly controlled to avoid spill-over onto the field of play. In the swimming events all warm-up took place in the warm-up pool. This allowed a much greater impact from a sports presentation standpoint, as athletes were paraded to the start as happens at the aquatics disciplines. Similarly, for the 3000 m run, the athletes were restricted to a warm-up area behind the field of play and were brought onto the course five minutes before the start. This greatly assisted in building excitement for the competition.

One transferable coloured pass that identified the day of competition and athlete was issued at the technical meeting to each team leader. This initiative ensured only one support staff could attend an athlete at one time, which helped considerably to decrease visual clutter on the field of play.

Rowing

In Sydney, there were eight men's and six women's rowing events. These were divided into lightweight and heavyweight divisions in sculling and sweep oar categories. Sculling is the form of rowing in which each rower has two oars, one in each hand. Sweep rowing is the form in which each rower has both hands on one oar.

The rowing event enjoyed perfect weather that allowed all athletes the opportunity to compete at their best. There was a relaxed atmosphere at the boatpark enjoyed by both athletes and support staff. This enjoyable environment was made possible by the excellent facilities and the knowledgeable, helpful volunteers on hand.

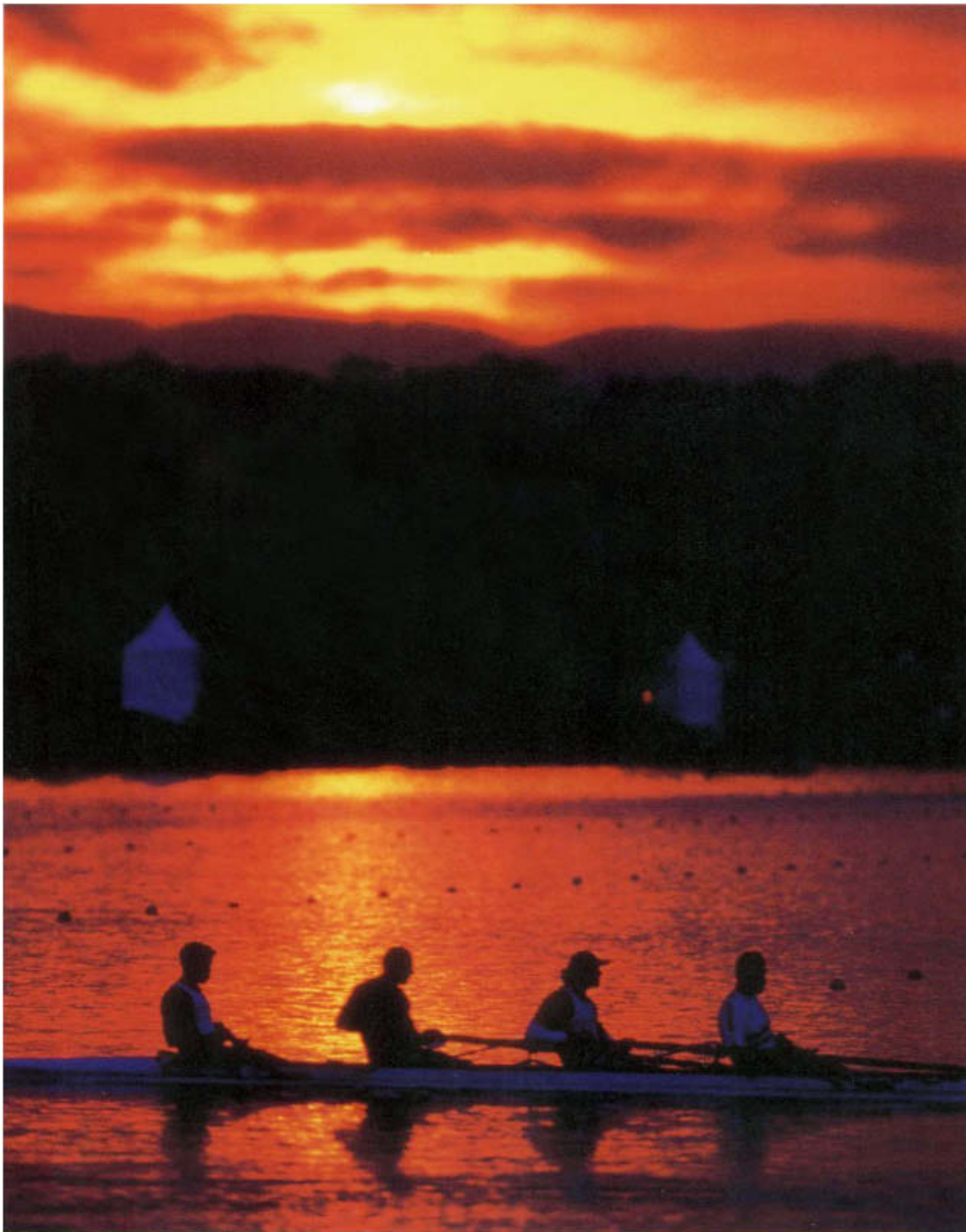
Athletes appreciated the regatta atmosphere created by the athletes' families and friends being able to purchase tickets to the International Rowing Federation (FISA) grandstand alongside the boathouse area. The rowing venue had a capacity of 27 000 and was near capacity on most days; the last three

days of competition sold out. The venue was equipped with an 80 sq m videoboard. This facility, used in combination with a commentator who followed the races in a car alongside the course, and the scoreboards, allowed the spectators to be fully involved in each race over the full 2000 m course.

Venue

The Sydney International Regatta Centre, Penrith Lakes is 47 km west from Sydney Olympic Park. The course was opened in March 1996 and the pavilion and boathouses were added later. During the Games there was seating for 16 000

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CLIVE BRUNS/KILLALLSPORT

63. After careful planning between SOCOG and FISA, Sydney's competition was labeled the best rowing regatta ever held, an assessment reflected by most of the 550 athletes



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spectators. Another 11 000 could view the competition from the grass-covered banks of the course.

The complex included a 1500 m warm-up lake that provided an option for practice when the main course was in use for racing. The 1000 seat pavilion featured retractable seating and roofing and two boat sheds that could house up to 80 craft each.

Field of Play

The 2300 m competition course, with consistent 5 m depth, rock-coated wave absorbing banks and a permanent nine-lane Albano buoyed system, was designed to ensure the best opportunity for fair competition. Scales for lightweights and coxswains, and the weighing of boats were available from 2 September.

Training Sites

The Sydney International Regatta Centre was the official training venue for rowing. The days and hours of operation were:

2-16 September: rowing training with six 13.5 m lanes and the lane outside the buoyed course and canoe/kayak training with four 9 m lanes.

17-24 September: no rowing training during rowing competition times. Rowing training with six 13.5 m lanes and the lane outside the buoyed course on the northern side of the course.

Number of Athletes and Teams

The quota for rowing was 550.

Competition Format

The 14 events were decided, depending upon the number of entries in each, by heats, repechages, semifinals and finals. All crews were involved up to the semifinals round. A and B finals were contested in all events with eight or more entries. Where four or more crews qualified, C and D finals were contested. Placings in earlier races determined each entrant's race and lane assignments for repechages, semifinals and finals in accordance with FISA Rule Book Rule 48.

Events contested by men were the single scull; double scull; lightweight double scull; quadruple scull; coxless pair; coxless four; lightweight coxless four; eights.

Events contested by women were the single scull; double scull; lightweight double scull; quadruple scull; coxless pair; eights.

The competition draw took place on 15 September 2000 at the Regatta Centre, Penrith Lakes.

Sailing

While sailors in past Olympic Games have had to compete hundreds of kilometers away from all other athletes and spectators, staging many events within Sydney Harbour kept them close to the heat and heart of Olympic Games action. Sailing became an Olympic sport at Paris in 1900, when time handicaps were used to adjudicate the races. This race format has now changed, with boats of similar weights and measurements being placed in one-design classes. The Olympic program in Sydney was expanded to include the debut of the 49ers high-performance dinghy class.

The Sydney 2000 Games featured a name change for the sport, previously known as yachting. Sailing is considered a more popular and accurate name, partly because of the public perception of yachting as a rich persons sport featuring large, expensive boats. Most of the classes of Olympic sailing are in fact for small dinghies and sailboards.

Despite variable weather patterns including consecutive days of light winds, the flexibility of the competition schedule allowed successful completion of all races. The schedule included a minimum of two reserve days, which allowed the athletes time to rest during the event. Six course areas were used, four inside Sydney Harbour and two offshore. All classes experienced some inshore racing but only the Soling, Star, Tornado, 470 and Finn classes raced offshore. The Soling match racing was staged in Farm Cove during the second half

64. Spectators took advantage of the inner-harbour setting for the Olympic sailing event. Scenic vantage points allowed fans to follow the competition from the shore

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ROBERT FEARCE/FAIRFAX

of the Games. This proved to be a great success, bringing sailing to the public, where thousands of sailing aficionados watched the medal competition from the forecourt of the Sydney Opera House.

Two Olympic sailing medal ceremonies were conducted outside the Sydney Opera House on 25 and 30 September, and provided the general public with an opportunity to view an Olympic medal ceremony free of charge. Up to twenty thousand people attended, both in a ticketed seating area and in the public viewing area. The backdrop of the famous Sydney Harbour Bridge and Olympic rings emblazoned in lights was broadcast world-wide. For the first time the new Olympic sailing champions were cheered by large crowds and experienced the celebrity status previously denied them.

Venue

The Olympic Sailing Shore Base at Rushcutters Bay near the city, was 20 km east of SOP. Its marina, purpose built for the Olympic Games, was a compact, yet effective venue for Olympic competition. Buildings within the Sir David Martin Reserve were refurbished in July 1998 and temporary facilities supplemented the permanent fixtures during the Games-time.

Olympic Sailing had not been contested inside a harbour before and there was some initial concern over whether the fairness of the competition would be compromised. However, observations made during test events indicated that the harbour conditions would have no direct influence over results.

The large numbers of commercial and pleasure craft in Sydney Harbour required the support of NSW Water Police and the Waterways Authority. An exclusion zone, indicated by boundary buoys was placed around the field of play to provide necessary controls. There were no spectators at the Shore Base.

Field of Play

This the largest of any sport of the Olympic Games, with a total area of approximately 70 sq kms. Classes were rotated on the course areas at the discretion of the International Sailing Federation (ISAF) and the competition manager. The course areas to be used each day were posted on the notice boards in the Athletes Lounge by 5 pm the day prior to competition. In the event of a significant change to forecast conditions the course area allocation was changed on the day of competition before 9 am.

The Laser Class was supplied by SOCOG. NOCs supplied their own hulls, sail, spars and equipment for Mistral, Europe, Finn, 49er, 470, Tornado, Star and Soling classes.

Training Sites

Unsupervised training was available at the competition venue from the opening of the Olympic Village on 2 September. Exclusion zones were not operational during this period. A number of clubs based on Sydney Harbour in proximity to the course areas made their facilities available for individual training. Training times were daily between 9 am and 6 pm.

Number of Athletes and Teams

The quota for sailing was 400, of which 124 positions were for men, 92 for women and 184 'open' to men or women. The event breakdown was:

Event	Class	Boats	Athletes
Sailboard women	Mistral	28	28
Sailboard men	Mistral	36	36
Singlehanded women	Europe	26	26
Singlehanded men	Finn	28	28
Doublehanded women	470	19	38
Doublehanded men	470	30	60
Dingy, open	Laser	41	41
High performance dinghy	49er	19	38
Multihull, open	Tornado	15	30
Keelboat, open	Star	15	30
Keelboat fleet/match	Soling	15	45

Competition Format

The competition consisted of two types of racing-fleet and match-but, match races were held in Soling class only.

Fleet racing: fleet racing consisted of a series of races for each of the 11 classes. Each class completed multiple races each scheduled race day, weather permitting. All classes, with the exception of the 49er and Soling, were scheduled to compete in 11 races over eight competition days with two reserve days incorporated in the schedule. The 49er class boats were scheduled to sail 16 races over eight days with two reserve days incorporated in the schedule and the Soling event was scheduled to sail six fleet races prior to commencement of the match racing section of the event. The race course was a series of marks from the start line to the finish line around which the boats must sail.

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ROGER SCOTT/SOCOG

65. Technical officials and judges monitored the competition from their boats
66. Managing the sailing regatta within a working harbour required much coordination between the traditional users and the Olympic organisers



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NICK WILSON/SPORT

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67. With great local interest after Australia's success at the 1996 Olympic Games, the shooting competition was a centrepiece of the Sydney Games

68. The shooting venue earned rave reviews from officials and athletes, describing it as the best facility in the world

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DARREN ENGLAND/ALLSPORT

The boats had four minutes after the start to cross the start line otherwise they were classified as did not compete (DNC). Boats that were on the course side of the start line before the start signal and did not return and re-cross the start line were noted as 'on course side' (OCS) and were disqualified. In general scores were awarded as points based upon the boats finishing position in each race, one point being assigned to the first place boat and two to the second place boat. Boats that did not finish (DNF) or were disqualified (DSQ). were scored points equal to one more than the number of boats entered in the event. After all the fleet races were completed, each crew may have discarded, depending on the number of races completed, their one or two worst race scores, except for the Soling in which they could have discarded only their single worst performance. The remaining scores were totalled.

After each day's racing there was a protest period in which the sailors or officials could lodge protests. After this period the protests were adjudicated in a series of hearings conducted by the International Jury. Protests could have resulted in scores being adjusted by disqualification or redress.

Match racing: following up to six fleet races in the Soling class, the top 12 competitors advanced to a match racing elimination series consisting of a series of round robins, followed by a knockout semifinal and final. In match racing, boats raced in pairs over a relatively short course. Normally a point was awarded for a race win.

Boats that finished 7 to 12 inclusive in the fleet racing phase sailed a single round robin where each competed against every

other boat once. The top three from this phase then sailed another single round robin against the boats that finished 4 to 6 inclusive in the fleet racing phase. The top three from this round robin then sailed a single round robin quarterfinal against the top three boats from the fleet racing phase. From this round robin the top four sailed a knock out semi-final consisting of a series of matches where the first two boats to win three points proceeded through to the final. The other two boats sailed off for the bronze medal.

New Rules

The Sydney 2000 program was expanded to include the debut of the 49er high performance dinghy class.

Supporters and coaches' vessels were permitted on the race course area. Previous coaches were restricted one large boat allocated to each course. This new system enabled athletes and coaches to have contact between races. The permitted presence of supporters on the field of play meant that a set of 'support/coach boat regulations' had to be formulated.

Shooting

Technological advancements in firearms and equipment have brought about frequent changes to the format Olympic shooting competition. In Los Angeles in 1932, only two events were contested. At the Sydney 2000 Olympic Games aspiring champions competed in 17 events held over eight days of competition. Women contested seven events in rifle, pistol and clay target. Two of the women's shotgun events, trap and

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MARK DADSWELL/ALLSPORT

skeet, were new to the Olympic Games program. There were ten events for men in rifle, pistol, clay target and running target.

The innovative approach to the control of firearms was described as "the best ever" by athletes and team officials. This result was achieved through a detailed plan to import and export firearms in accordance with Customs and Police requirements and great cooperation of Federal Customs and the NSW Firearms Licensing Department. The event attracted its best-ever media coverage and high quality SOBO broadcasting.

Venue

The Sydney International Shooting Centre (SISC) at Cecil Park was 35 km southwest of SOP. The range, built for the purpose of hosting the Olympic Games, was earlier the venue for the International Shooting Sports Federation (ISSF) World Cup 2000. It had a seating capacity of 7000 and had the 10 m, 25 m and 50 m ranges all within one building. A dedicated finals range was an outstanding success; the facility had seven fields of play that showcased traditional Australian rural architecture; an extremely hi-tech venue that took advantage of electronic targeting systems and used an audio-visual area to cater for overflow spectators during popular sessions.

Field of Play

The SISC consisted of: a 60-position 10 m range for air rifle, air pistol and three stands for running target; 40-position 25m pistol range; 60-position 50 m pistol and rifle range; a dedicated 10-position finals range three superimposed trap and skeet shooting range.

Training Sites

Sydney International Shooting Centre 2-21 September

Training was available between 9 am and 4 pm at the SISC. Assignment of firing positions and allocated times were determined by the training site coordinators on the athletes' arrival at the SISC for training. Unscheduled training was available from 2 to 10 September 2000.

Training site coordinators allocated training times by NOC, time and firing positions, on the basis of the number of athletes entered in the event(s) taking place on the respective competition ranges. Scheduled training was available from 11 to 21 September 2000 and training lists were available from the Sport Information Centre at the SISC and at the Olympic Village from 10 September 2000.

Official Training

Official training took place on the day prior to competition from 15 to 22 September. All entrants were allocated their shooting positions as drawn for the qualification round. An official training list was available through the Sport Information Centre at the SISC and the Olympic Village, following the draw of competition positions on 14 September 2000.

Number of Athletes and Teams

The quota for competitors in shooting was 410.



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ANDY LYONS/ALLSPORT

Competition Format

The 17 shooting events comprised:

Shotgun ranges: men and women trap; men and women double trap; men and women skeet.

10 m range: men and women 10 m air pistol; men 10 m running target; men and women 10 m air rifle.

25 m range: men 25 m rapid fire pistol; women 25 m pistol.

50 m range: men 50 m pistol; men 50 m rifle prone; men and women 50 m rifle 3 position

Format for the Final Rounds

Rifle, pistol and running target final rounds: the eight-highest-ranking athletes in the qualification rounds of rifle, pistol and running target events advanced to the final rounds.

Shotgun Final Rounds: the six highest scoring athletes in the qualification rounds of the shotgun events advanced to the final rounds.

The competition draw took place on 13 September 2000 at the SISC.

Softball

Eight countries competed in the softball competition at the 2000 Olympic Games: Australia, Canada, China, Cuba, Italy, Japan, New Zealand, USA. The weather was fantastic with no cancellations to training or delays or postponements of games required. All sport operational areas – results, presentation, field of play operations and preparation, athlete and official services, sports information, competition administration – worked extremely well. The good relationship with the International Softball Federation (ISF) and the venue management team was vital to the success of the competition.



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 STEPHEN MUNDAY/
ALLSPORT

69. The Olympic softball competition set new spectator records of nearly 300 000

70. In its second appearance on an Olympic playing field, the softball competition continued to thrill spectators

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Softball is played to a result and there is no fixed time limit. Games of 1 hour 45 minutes duration were used as benchmarks for planning purposes. A number of games exceeded this estimate considerably. The turnaround time allowed between games – 30 minutes – was just sufficient for field of play preparation, athlete introductions and the ISF 'first pitch' ceremony.

Venue

The Blacktown Olympic Centre, at Aquilina Reserve, was 26 km west of SOP. It was purpose-built for the Olympic competition and had a seating capacity of 8500, and is located in western Sydney which is a high participation area for softball. The venue included three softball fields, each with the same infield and outfield compositions. They had been designed to drain rapidly after rainfall.

Training and competition were at the same venue; design brought spectators close to the action; common domain area created a good atmosphere.

Field of Play

The Blacktown Olympic Centre included one international standard competition field and two international standard training fields.

Training Sites

- Field 1, competition, 8-16 September familiarisation 24-26 September
- Field 2, 2-23 September
- Field 3, 2-23 September

Training was available in two hour slots from 2 to 16 September. One hour training slots were available at specific times during competition 17-23 September. Additional two hour training

slots were available for the teams progressing to the final series from 24 to 26 September. Each team was provided with the opportunity of a one hour familiarisation session on the competition field. A number of teams organised alternate training facilities including games against local teams.

Number of Athletes and Teams

The quota for the softball competition was 120 women in eight teams of 15 players.

Competition Format

The Olympic softball competition was a round robin, where each team played the other once, with the top four teams progressing to the final series. The final series included two semi finals, final bronze medal game and grand final gold medal game. The competition format was the same as that of the 1996 Atlanta Olympic Games with the exception of the bronze medal game, which was advanced to the second-last day of competition. The ISF and competition manager liaised with the competing teams regarding Rule 61 and the rule that no signatory bats could be utilised by any competing athlete.

The competition draw took place on 16 January 2000.

Table Tennis

Table tennis is in the process of reinventing itself to increase its popularity among spectators. The Sydney 2000 Olympic Games was likely the last major tournament to be played using a 38 mm ball, as a decision has been made by the International Table Tennis Federation (ITTF) to introduce a 40 mm version which will enhance ball visibility and spectator appeal.

At this tournament competition management focused on providing the best possible service and conditions for athletes and spectators, both in the venue and via television relay. Qualification and preliminary matches were played during the first five days of competition before enthusiastic crowds.

The hometowners in the stands followed the progress of the Australians closely. From day six the competition intensified and this brought about some of the best table tennis ever seen.

Venue

The State Sports Centre, SOP, opened in 1984 and was refurbished for the Sydney 2000 Olympic Games. The seating capacity for 5000 in an amphitheatre style fitout brought spectators close to the action.

There was sufficient existing floorspace for back of house activities without the need for temporary ad-ons; ample change rooms and toilets, as well as accommodation for IF functions. The location at SOP was close to the centre of Games-time activities.

Field of Play

The field of play held four tables enclosed by playing area surrounds of 18 m x 6 m. During the competition the number

71. Officials made sure all bats complied with technical specifications before the table tennis competition
72. Players were in action on four tables simultaneously at the State Sports Centre

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BROWNYN REINIEVSOCOG

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ROBERT CHANFLONEALLSPORT

of tables in use was reduced until, for the medal matches, just one table was in play.

Warm-up Areas

Adjacent to the field of play were two training and warm-up areas each holding eight tables. These courts were 14 m x 7 m.

Training Sites

State Sports Centre 2-24 September

The training venue was equipped with athlete and management support facilities such as changing rooms, showers and administrative offices. Competition management provided a training requisition form to NOCs in June 2000, which they were asked to submit by 31 July 2000. Competition management considered all training session booking requests and allocated training times, making allocations on a rotational basis, giving all teams sessions at different times.

Allocated training sessions were to be confirmed by the teams at the Sport Information Centre (SIC) when they arrived at the Village. Athletes were allocated one familiarisation session on the competition table prior to the commencement of competition.

Number of Athletes and Teams

The quota for table tennis was 172 athletes, 86 men and 86 women.

Competition Format

The table tennis competition included men's singles, women's singles, men's doubles and women's doubles.

Singles: there were 64 entries in each tournament with a maximum of three players per NOC. All singles matches were decided on the best of five games. There were 16 seedings made in accordance with the current world rankings. Forty-eight players competed in 16 preliminary groups of three players per group. The winner of each preliminary group advanced to the final draw round of 32, joining the 16 seeded players.

Doubles: there were 36 entrants in the men's doubles and 34 in the women's. There were eight seeded pairs, ranked in accordance with the ITTF regulations. The first stage of qualification comprised knockout single elimination matches to reduce the field to 32 pairs. In the second stage, 24 pairs competed in eight preliminary groups of three pairs per group. Matches in the qualification round were decided by the best of three games. The top-ranked pair from each preliminary group advanced to the round of 16, joining the eight seeded pairs. Matches from the round of 16 to the final, which were knockout contests, were decided by the best of five games.

The competition draw for the first group phases was conducted 14 September 2000 at the State Sports Centre, SOP. The draw for the second knockout stage was held after the completion of the group stage.



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JOE ARMOUR/FAPFAX

New Rules

The ITTF decided to use four tables instead of eight, but not to extend the days of competition. As a result the number of sessions each day increased from two to three. The top seeded players were not required to play in the preliminary stages.

Taekwondo

The Korean word taekwondo means 'the way of hand and foot'. Taekwondo made its debut as a full medal sport at the Sydney 2000 Olympic Games. It is a free-fighting sport where hands and feet are used to repel an opponent. The combination kick movements used when sparring are the trademark of this sport. Contestants wear head, trunk, groin, forearm and shin protection during competition.

Seats were sold out for the first Olympic taekwondo competition and an Australian gold medal on the first day of competition caused a sensation in the local media.

Some of the competitors in the first session of the first day were a little overwhelmed by the enormity of the occasion. Those who were most quickly able to control their nerves tended to do well.

Venue

The State Sports Centre, where all events in the Olympic taekwondo competition were contested, was located at SOP. This multi-purpose venue opened in 1984 and was adapted for the Sydney 2000 Olympic Games. Seating capacity for Taekwondo was 5000.

Field of Play

The competition area was a raised platform with a height of 1 m and an overall top surface area of 16 m x 16 m. There were four courts in the warm up area. Only the contestants competing on that day were permitted to use the warm-up



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DARRIEN ENGLAND/ ALLSPORT

73. Taekwondo, in its Olympic debut, created a buzz when the first gold went to an Australian athlete, boosting the sport's popularity in an instant

74. Competitor numbers were restricted to four per country in order to balance stronger and weaker nations in favour of the sport's international appeal

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courts. Each contestant was assigned a warm-up court 90 minutes prior their competition.

Training Sites

St Patrick's College, Strathfield 3-29 September

St Patrick's College Gymnasium included four training courts and warm-up and warm-down areas. Sports equipment used for training was to be supplied by teams. NOCs made training bookings prior to their arrival at the Olympic Village. Amendments to schedules were made at the Sport Information Centre. Teams could use the training venue for two hours: 30 minutes in the warm up area; one hour in the practice courts; 30 minutes in the warm down area.

Number of Athletes and Teams

The quota for taekwondo was 103 athletes, 55 men and 48 women. NOCs could enter a maximum of two men and two women, and only one athlete per weight category. The host nation was excepted and entitled to enter an athlete in each male and female weight category. These restrictions ensured the traditional taekwondo nations did not dominate the tournament, an outcome that might have reduced world-interest.

Competition Format

Each weight category consisted of a single elimination tournament with a double repechage for the bronze medal contest. The winner of the final received the gold medal, the loser of the final received the silver medal. Losers to the finalists advanced to the repechage. In the repechage, the losers of the semifinals were seeded directly to the repechage

semifinal – other losers advanced to the repechage unseeded. The winners in each repechage contest advanced, the losers were eliminated. The winner of the repechage final received the bronze medal.

The competition draw took place on 24 September 2000 at the Regent Hotel, The Rocks.

Events

Women: under 49kg; under 57kg; under 67kg; over 67kg
Men: under 58 kg; under 68 kg; under 80 kg; over 80 kg

New Rules

Gold medal matches were contested under 'sudden death' conditions.

Tennis

The outstanding New South Wales Tennis Centre situated within SOP, coupled with a strong field of athletes and near perfect weather, ensured an excellent standard of competition. As had been anticipated, the tennis athletes did not arrive for training until 10 September, the ninth scheduled day of Olympic training. The athletes enjoyed the extensive practice facilities at the Olympic venue. The athletes played in front of sell out crowds who appreciated the tennis, attractive field of play and sport presentation innovations.

Venue

The NSW Tennis Centre, built as a new home for tennis in Sydney prior to the Olympic Games, had a seating capacity of

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75. Sellout crowds populated the Tennis Centre throughout the Games. While the Centre Court was ticketed separately, only ground passes were issued for the outside courts, creating some overcrowding in those areas

COUN MURTYNEWS LTD

17 400. The venue had a centre court, two show courts and seven other match courts. It was designed to 'Grand Slam' standards, making use of the best design solutions from high quality tennis stadia around the world and adapting them for Olympic conditions.

Field of Play

The surface of all courts was Rebound Ace. Service line monitors were used on Centre Court, Show Court 1 and Show Court 2.

Athletes' racquets and their stringing were required to conform to Rule 4 of the International Tennis Federation (ITF) Rules of Tennis.

Warm-up Areas

Warm-up took place on the competition courts.

Training Sites

All tennis training took place on the ten match courts and six practice courts at the Tennis Centre.

Match courts 2-18 September
 Training courts 2-28 September

Training times for an athlete's first day of training could be reserved by contacting competition management prior to entering the Village or through the Sports Information Centre following an athlete's arrival in the Olympic Village. The length of training sessions depended on availability.

Number of Athletes and Teams

The quota for the Olympic tennis competition was 172.

Competition Format

The competition comprised singles and doubles for men and women. All competitions were conducted in a single elimination format. There were 64 athletes in both the men's and women's singles competitions, and 32 pairs in both the men's and women's doubles competitions. If possible, no two players of the same NOC were placed in the same quarter of the draw.

Singles: sixteen players were seeded and the remaining players were drawn. The winner of each match advanced to the next round. The loser of each match was eliminated. The winners of the two semifinal matches advanced to the final gold medal match. The winner of this match received the gold medal and the loser received the silver medal. The losers of the two semifinal matches competed for the bronze medal.

Doubles: eight teams were seeded and the remaining teams were drawn. The winners of each match advanced to the next round. The losers of each match were eliminated. The winners of the two semifinal matches advanced to the final gold medal match. The winners of this match received the gold medal and the losers received the silver medal. The losers of the two semifinal matches competed for the bronze medal.

All matches were the best of three sets except for the men's singles and doubles finals, which were the best of five sets. The tie-break operated in every set except the fifth set in the final of the men's singles and doubles events, and the third set in all other matches, where an advantage set was played.

The competition draw was held on the forecourt of the Sydney Opera House on 15 September 2000.

New Rules

Changes were made to men's qualification-eligibility criteria, and to player rest times between sets, and at the end of the first game of each set.

Four men per NOC could enter the men's singles compared to three in Atlanta, while the ceiling on men's team size was increased six, up from four, to allow inclusion of a doubles team, provided both athletes were ranked in the top 20 world doubles rankings.

A rest period of 90 seconds was moved from the end of the first game of each set to the end of the third game. At the

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76. The tennis competition with its array of superstars made for a high-quality event
77. The newly-built NSW Tennis Centre provided a perfect setting for the Olympic tennis competition



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 GARY M. PRIOR
 ALLSPORT



77
 NICK WILSON/ALLSPORT

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78. A new Olympic event, the triathlon was well received with thousands of spectators lining the streets

79. The venue for the inaugural Olympic triathlon was as spectacular as the competition itself

80. Sydney's weather played its part during the two days of competition with clear blue skies and balmy temperatures

79



MIKE POWELL/ALLSPORT

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ADAM PRETTY/ALLSPORT

end of a set, no matter whether an even or odd number of games had been played, a two minute rest period was taken compared with 90 seconds previously.

The number of days of competition decreased from 12 to 10, so that the Olympic tennis competition could fit better into the international tennis calendar. Also, for the first time, there were separate night sessions on the first five days of competition.

Triathlon

Triathlon debuted as an exciting and well-organised Olympic sport. Spectacular shots of Sydney seen as the backdrop to the women's triathlon on a sparkling first morning of competition were broadcast to the world. The success of the Games seemed assured as soon as those images hit the big screens.

Public support was strong with an estimated 80 000 spectators lining the streets and parkways for the women's event. The full-course training held on Sunday 10 September proved to be a valuable full dress rehearsal. The rehearsal ran on day schedule and all operational areas were involved. A number of fine-tuning changes were made in the week before the actual event.

The athlete briefing and swim start position draw both proceeded as planned with the swim draw developing considerable interest.

The *Team Leaders Guide*, a comprehensive information manual was instrumental in ensuring all athletes and team managers were informed as to schedules, meetings, training sites and times, procedures and regulations. During the course of the Games very few questions arose which were not covered in the *Team Leaders Guide*.

The rehearsal sessions of 14-15 September with the broadcasters SOBO, NBC and Cappy Productions were valuable in sorting out their presence at the field of play. In particular the broadcasters better appreciated the constraints of the field of play after the session and were able to refine their expectations.

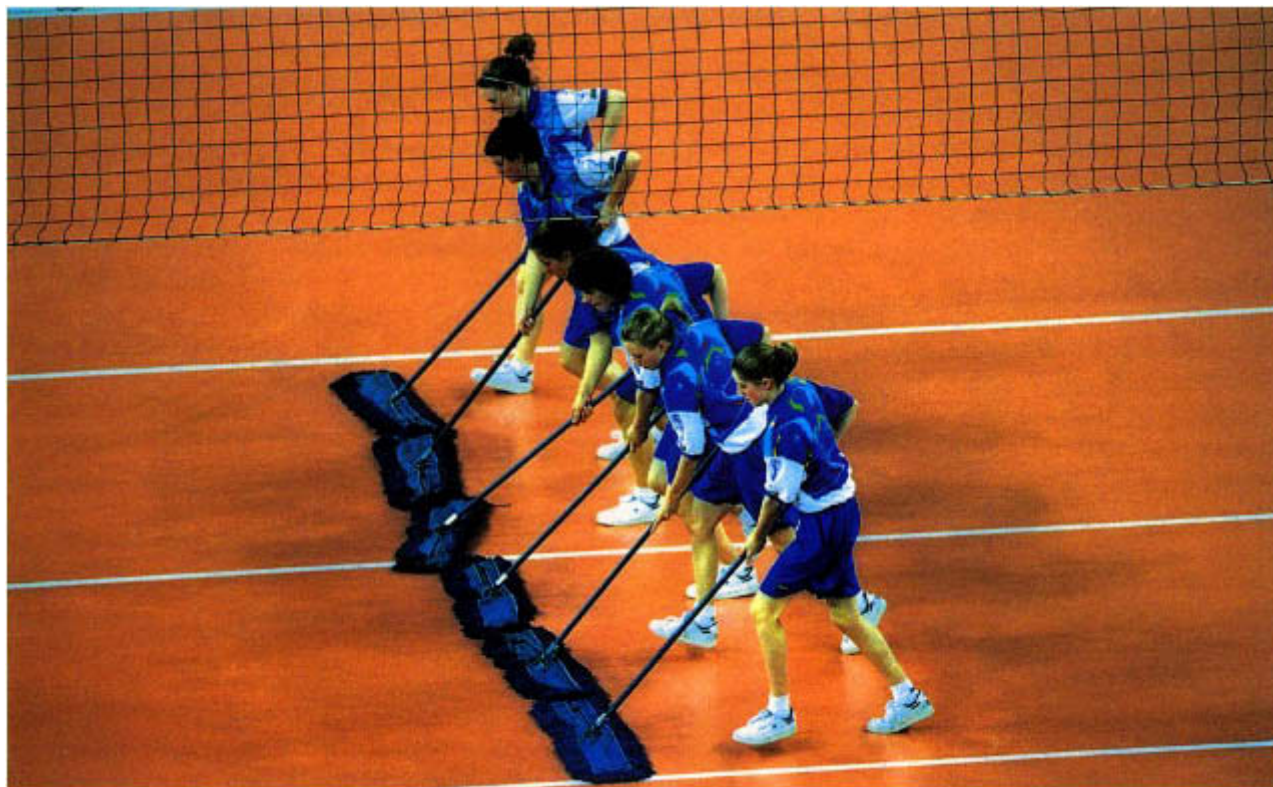
Venue

The Sydney Opera House, the hub of the triathlon events, is 15 km east of SOP. The course used familiar features of Sydney's harbour and foreshore that were slightly modified for competition. The legs of the triathlon competition were: 1.5 km swim: one triangular lap of Farm Cove, Sydney Harbour. 40 km cycle: six laps of the lower central business districts

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GABRIEL BOUYS/AFP PHOTO



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DOUG PENNINGALLSPORT

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and the Royal Botanic Gardens. 10 km run: two laps of lower CBD and the Royal Botanic Gardens. The transition station was on the Sydney Opera House forecourt.

Training Sites

Triathlon Course 10-13 September
Auburn Pool (swimming training) 2-16 September
Centennial Parklands (cycling and running training)
2-16 September

Athletes could choose when they wished to train as times were not allocated. The only training on the full competition course was under race conditions on 10 September. There was also a swimming-only session at the competition venue on 13 September. Training at all venues was open to the media.

Number of Athletes and Teams

The quota of athletes for the Olympic triathlon competition was 100; 50 men and 50 women. In fact 48 took part in the women's race and 52 in the men's.

Competition Format

The competition format included a 1.5 km swim in open water, a 40 km bike ride six lap course, and a 10 km run two lap course. The first athlete to complete the course was declared the winner. The event was continuous with no breaks in competition.

The competition draw took place on 13 September 2000 at the Sydney Opera House.

Volleyball

Very large crowds witnessed some classic matches of both indoor and beach volleyball at the Sydney 2000 Olympic

Games which should provide a platform for the promotion and development of the sport in this country.

The beach volleyball at Bondi Beach was a huge success with tickets to the finals among the most prized of the Games. With packed houses of 10 000 in 15 of the 18 sessions, the courtside atmosphere was electric each day. Crowd support was tremendous and spectators obviously enjoyed participating in the event. The venue was picturesque in the summer-like weather.

Venues

Volleyball was played at both the Sydney Entertainment Centre, Darling Harbour and Pavilion 4, SOP. All finals were played at the Entertainment Centre, which hosted two sessions of volleyball each day, except for finals, Days 15 and 16, when there was one session. Pavilion 4 was part of a linked exhibition complex converted to a sporting venue for the Games. One morning session of volleyball was played at Pavilion 4 until Day 13.

The Entertainment Centre had a seating capacity of 11 000, compared to the 6000 of Pavilion 4. Both provided a competition court plus two warm-up courts. It was ideal for volleyball as the stage area fitted the field of play dimensions almost perfectly. It possessed a number of existing rooms and offices from which the back-of-house operations were run.

The Beach Volleyball Centre was on Bondi Beach, Campbell Parade Bondi. It was built as a temporary facility for the Olympic Games and had a seating capacity of 10 000.

Fields of Play

Volleyball: The volleyball field of play was a sprung wooden floor covered by Taraflex. The size of the field of play was 38 m



82

WAYNE TAYLOR/FAIRFAX

81. A well-oiled venue team operated smoothly during the Olympic volleyball competition at the Sydney Entertainment Centre

82. Both the men's and women's competition provided much excitement for the spectators

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x 26.5 m and 12.5 m height clearance. The lighting in each competition court was 1500 lux at 1 m from the floor.

Beach: the Beach Volleyball Centre contained a total of seven regulation courts, two competition courts and five training warm-up courts. The playing area of each court was 28 m by 19 m. The competition was played on the sand of Bondi Beach.

Warm-up Areas

Volleyball: the Darling Harbour warm-up facility was located in Hall 1 of the Exhibition Halls and at SOP in the Howie Pavilion. In each case facilities consisted of four change rooms, two warm-up courts, Sports Information Desk and the Athletes' Lounge.

Beach: each team was allocated one of the five warm-up courts.

Training Sites

Entertainment Centre (familiarisation) 14-15 September
Pavilion 4 (training) 2-13 September

Pavilion 4 (familiarisation) 14-15 September
Anne Clark Centre 2-30 September
Presbyterian Ladies College, Sydney 2-30 September
Morley Centre 2-30 September
Tara Girls High School 2-30 September
Cumberland 2-30 September

Number of Athletes and Teams

Volleyball: there was a quota of 144 in each of the men's and women's volleyball competitions which comprised 12 teams of 12 players. The host nation was assured one of the twelve places in both men and women's competition.

Beach: there were 96 athletes in total comprised of 24 men's teams and 24 women's teams.

Competition Format

Volleyball: the competition for both men and women consisted of four phases-preliminary, quarterfinals, semifinals and finals, as well as classification rounds. There were 42 matches in each competition.

Preliminary round: there were two pools A and B composed of six teams each. The round was a single round robin, where every team played the five other teams in their pool.

Quarterfinals: the first four teams in each preliminary pool advanced to quarterfinals.

Semifinals: the four winners of the quarterfinals advanced to the semifinals.

Finals: winners of the two semifinals played for first and second places losers of the two semifinals played off for third place.

Classification matches: The teams ranked sixth in each pool in the preliminary round were classified as equal eleventh, and fifth in each pool as equal ninth. The losers of the quarterfinal matches played knockout games for fifth to eight places.

Beach: three pools of eight teams played the first round to determine 12 teams to advance to the 1/8 finals. The remaining teams played until three teams advanced to the 1/8 finals. The 16th team was chosen from among the losers to determine the complete roster of 16 teams that played the 1/8 finals. Seeding of the teams after the eliminator round was in accordance with the International Volleyball Federation (FIVB) regulations.

The 1/8 finals were played in single elimination to qualify 8 teams for the quarterfinals, then four teams for semifinals. Winners of semifinals played the gold medal match and the losers played the bronze medal match. All matches of the eliminator, 1/8 finals, quarterfinals and semifinals were played under format A one set of 15 points. All medal matches were played under Format B best of three 12-point sets.

The competition draw for volleyball took place on 3 August 2000 in Lausanne. The beach volleyball competition draw was held on 26 August 2000 in Spain.

83. Bondi's temporary venue hosted the most exuberant event of the Games. Athletes, officials, staff and spectators alike enjoyed the beach volleyball competition

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MIKE POWELL/SPORT

New Rules

Volleyball had changed quite radically since the previous Olympic Games. New features included: the 'rally point' system, under which a point was scored from every rally, regardless of which team served; teams could play a libero, a specialist whose job was to provide defensive skills in the back court away from the net but could not serve, block, spike or set the ball; the first four sets were played to 25 points with a 2 point advantage required, and no limit, and the 5th set was played to 15 points (with a 2 point advantage required, and no limit); a volleyball coloured blue, yellow and white and carried International Volleyball Federation (FIVB), Sydney 2000 and Olympic rings logos; and at service, the ball may touch the net and play continued if it travelled over the net.

Weightlifting

Olympic weightlifting took a big step forward with the inclusion of women competitors for the Sydney 2000 Games. There were seven weight divisions for women, with the number of men's weight divisions reduced from ten in Atlanta to eight in Sydney to help accommodate. The weight divisions were introduced after Atlanta, which means new Olympic records were set in all divisions in 2000. Seventeen world records, and three junior world records were broken during the womens competition. In the men 10 world records, 18 Olympic records and seven junior world records were broken.

Venue

The Sydney Convention Centre at Darling Harbour was 14km east of SOP. The seating capacity was increased by overlay to 3800 for the weightlifting competition. Every spectator had a good view of the field of play, which created a great atmosphere.

Field of Play

The competition area consisted of one 4 m x 4 m wooden platform, set upon a podium measuring 10 m x 10 m x 1 m. A set of weights, 332.5 kg for the men's barbell and 327.5 kg with the women's barbell, were used for the competition. All equipment was the same for men and women, although the men's bar weighed 20 kg and the women's bar weighed 15 kg.

Warm-up Areas

A warm-up room consisting of ten 3 m x 2.5 m platforms, each with a set of weights, was within close proximity of the competition platform.

Training Sites

Regents Park 2-26 September

The training venue consisted of 36 training platforms each with a set of weights. There were saunas, spas, medical and massage facilities available at the venue.

Number of Athletes and Teams

The quota for weightlifting at the Sydney 2000 Olympic Games was 257, 176 men and 74 women.

Competition Format

Men's events: 56 kg; 62 kg; 69 kg; 77 kg; 85 kg; 94 kg; 105 kg; 105+ kg.

Women's events: 48 kg; 53 kg; 58 kg; 63 kg; 69 kg; 75 kg; 75+ kg.

Each lifter had to weigh-in prior to competing: the weigh-in started two hours before the competition and lasted for one

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CLIVE BRUNSKILL
ALLSPORT

84. Weightlifting enjoyed great popularity with the Olympic Family as well as the general public

85. Staff were on hand to change the weights and prepare the area for the next lifter



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JASON CHILDS/SPORT THE LIBRARY

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hour. After the lifters made weight, they could eat and drink before preparing for their competition.

Weightlifters completed two lifts; the snatch and the clean and jerk. Each had three attempts in the snatch and three attempts in the clean and jerk. The best snatch and the best clean and jerk lifts were added together to make a total. The weightlifter with the best total won. If two lifters totalled the same, the lifter with the lighter body weight won. If two lifters had the same bodyweight and the same total, the lifter who totalled first was declared the winner.

If a lifter missed all three attempts in the snatch or the clean and jerk, he or she could not register a total and was eliminated from the competition. This is commonly known as a 'bomb out'.

Snatch: this is a single movement lift. The athlete must lift the bar from the floor to arm's length above his head in one movement.

Clean and jerk: this is a two movement lift. The athlete must lift the bar from the floor in a single movement to the shoulders and then raise the bar to arm's length over their head.

New Rules

The major change was the addition of women to the Olympic Games program. This added to the total number of sessions held in 1996 Atlanta Games when there were ten bodyweight categories, for men only. In Sydney the total number of sessions that took place was 23.

Competition Draw

At 11 am two days prior to the first competition day the International Weightlifting Federation (IWF) held a technical

congress to finalise entries and allocate athletes and technical officials into groups. This technical congress took place at the Sydney Convention Centre, Darling Harbour.

Wrestling

"The Sydney 2000 Olympic Wrestling Competition will be the Olympic Wrestling Tournament by which all other Olympic Games will be judged," said Milan Ercegan, President of International Federation of Associated Wrestling Styles (FILA), at the conclusion of the Games. The popularity of wrestling at the Sydney Games came as a surprise to some casual observers who thought it an unfashionable sport. In fact tickets to the wrestling came to be some of the 'coolest' in town, thanks largely to the intimacy of the venue and some remarkably dramatic developments in and out of the ring.

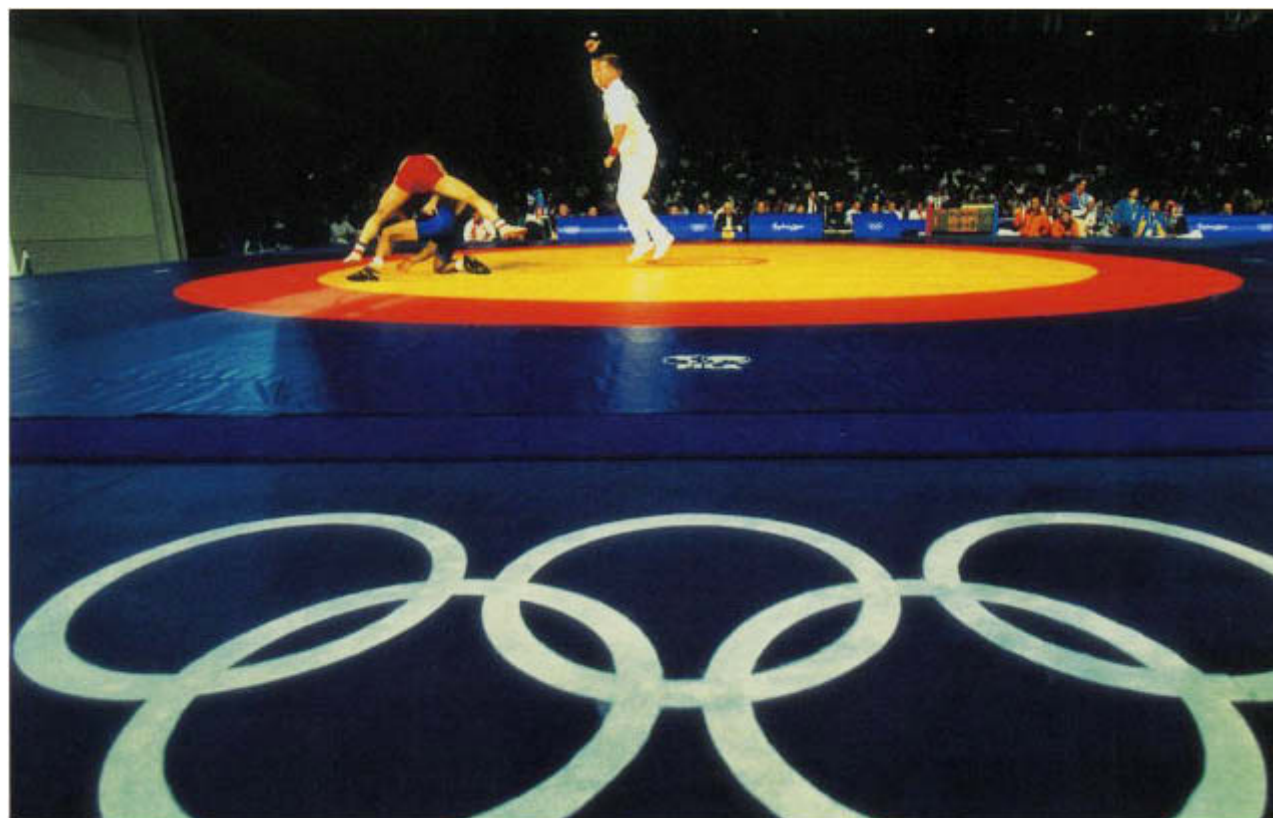
Sixteen gold medals were contested, eight in each style. The feedback from the NOC's, athletes and coaches was overwhelmingly positive. The training site at Regents Park was well used by the teams as most teams trained twice daily. The facility of 14 training mats was adequate for the number of competitors.

Venue**Sydney Exhibition Centre Halls 1 & 2, Darling Harbour**

Wrestling was held at Exhibition Halls 1 and 2 of the Sydney Exhibition Centre. This is centrally located within Darling Harbour, which is adjacent to Sydney's city centre and 19 km from Sydney Olympic Park. This venue was built in 1988 and was refurbished for the Sydney 2000 Olympic Games. Halls 1 and 2 had a seating capacity of 9000.

The venue was first occupied by judo, followed by wrestling. Wrestling and Judo are two compatible sports in terms of the

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86. Excited crowds followed the wrestling competition, witnessing some historic Olympic moments

87 and 88. Opposite page: Athletes at the wrestling, when arriving at their competition venue, were dropped off at the back entrance to their specific warm up area

CLIVE BRUNSKILL/ALLSPORT

operations from the warm-up area to the staging area to the field of play, mixed zone, and major alterations were not required to effect the changeover.

Being located at Darling Harbour with a number of other sports worked very well for wrestling, spectator access was easy and a large number of tickets were sold at the door.

Field of Play

The competition area included three mats, a podium and appropriate technology. SOCOG provided three FILA-approved octagonal competition mats and three FILA-approved warm-up mats for the competition venue and 15 FILA-approved mats for the training venue.

Warm-up Areas

The warm-up area was located adjacent to the field of play and consisted of three mats.

Training Sites

Regents Park 2-28 September

Fifteen FILA-approved wrestling mats were available for training. The training venue was equipped with athlete and management support facilities. Competition management considered all the training session booking requests and allocated training times. Teams were allocated a maximum of two training sessions per day. Session times were either one or two hours. Mats were allocated according to team size; where smaller teams may have had to share mats.

Number of Athletes and Teams

The quota for wrestling was 320 men, 160 in each style.

Competition Format

The freestyle and greco-roman competitions were over four days each. The format of the competitions was the same for both styles, as were the weight divisions, which were 54 kg; 58 kg; 63 kg; 69 kg; 76 kg; 85 kg; 97 kg; 130 kg.

The competition was held with an elimination system of three to four wrestlers in each pool, with the winners qualifying for the quarterfinals, semifinals and final by way of direct elimination. Wrestlers were paired off for each round according to the numerical order determined by the drawing of lots during the weigh-in.

The greco-roman competition draw took place from 23 to 24 September 2000 and freestyle was held from 27 to 28 September 2000, both at Sydney Exhibition Halls 1 & 2, Darling Harbour.

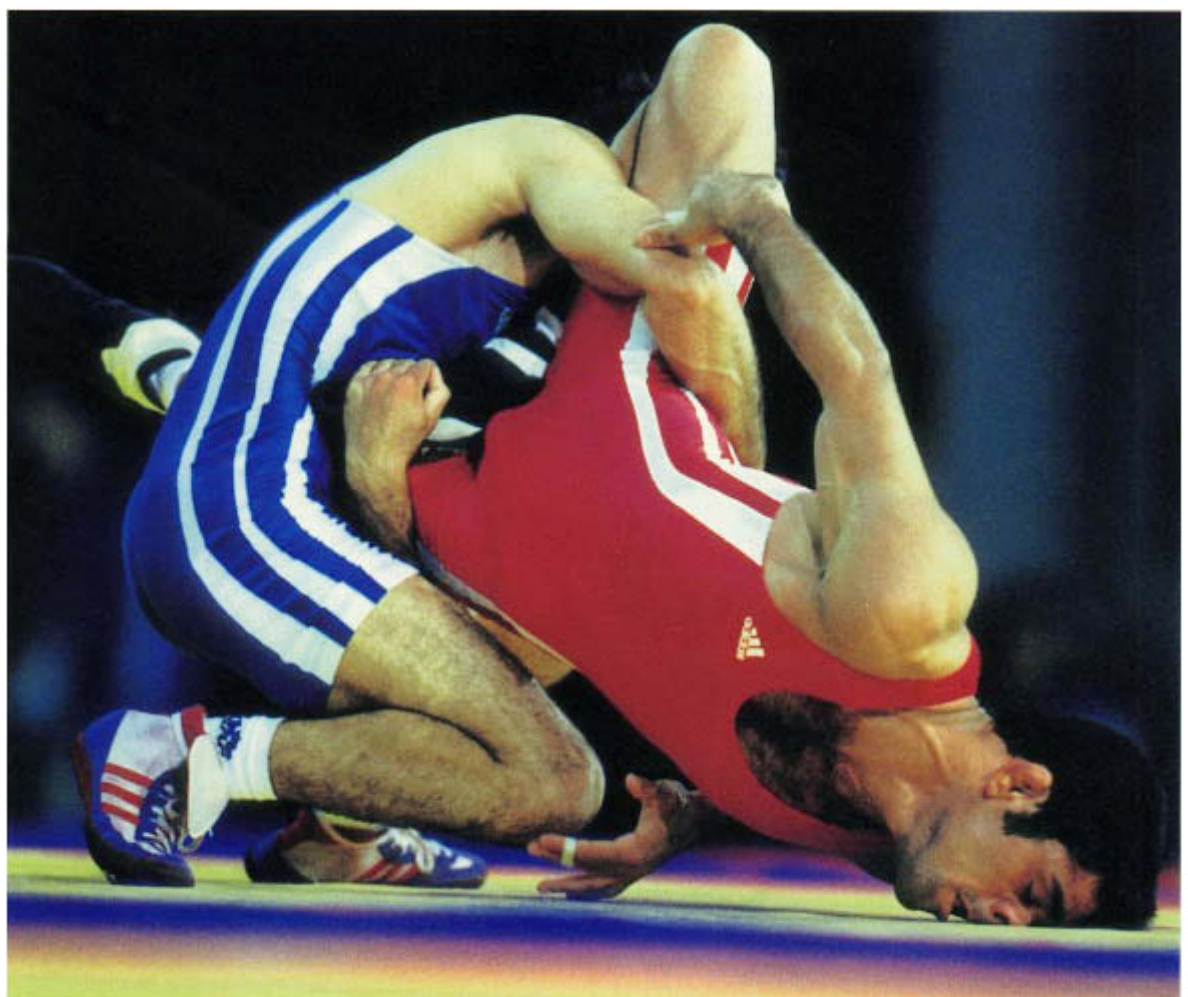
New Rules

Traditionally, greco-roman has occupied the first four days of the wrestling program of the Olympic Games and freestyle the last four. However in Sydney the two styles shared the mat from Day 1.



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CLIVE BRUNSKILL/SPORT



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SCOTT BARBOUR/SPORT

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Interstate Football

The Interstate Football Program was established in July 1998 to prepare and manage those rounds of the Olympic football tournament played outside NSW. As the only sport not based entirely in Sydney, yet with all events forming part of the same tournaments, it was critical that a consistent planning approach between each city and Sydney be implemented to ensure athletes, officials, media and spectators at all venues enjoyed facilities consistent with the status of the Olympic Games. Offices were established in Adelaide, Brisbane, Canberra and Melbourne, and were managed from Games Headquarters in Sydney. Travel, accommodation, marketing, sport and overall coordination and management were conducted and supported centrally, while at Games time each city implemented the central policies, guidelines and operations developed to ensure a homogeneous environment and feel at each of the football cities.

The manager of Interstate football reported to the general manager of Special Project Management and Special Tasks Division but also had close operational links with Sport and Venue Operations Divisions. At Games-time direct reporting was to the Main Operations Centre (MOC).

There were four Sub-Programs in Interstate Football:

- Venue Management Sub-Program was responsible for preparation of the various stadia
- Sport Sub-Program's key responsibilities were to maintain close consultation with FIFA during preparation; advise on all athlete issues such as team travel, accommodation and training; and to manage the Olympic football competitions
- Event Services Sub-Program coordinated the planning

and managed the financial deliverables to be provided by both the state and territory governments and SOCOG Programs. In the lead-up to the Games, the Event Services Sub-Program had responsibility for coordinating all operations across the interstate cities, including transport, airports, security, staffing, hotels and operations plans

- The interstate offices provided the local focus was in each city. Their influence increased as the Games drew nearer and the organisation's focus moved to venues in Sydney.

Negotiations with Host Governments

In January 1995 SOCOG wrote to the heads of government in each Australian state and territory inviting 'expressions of interest' in hosting games of the Olympic football tournaments. In July 1996 each government completed a questionnaire that established its ability to meet FIFA and SOCOG technical requirements for competition venues and training sites. In September 1996 those governments that were still interested submitted bids.

SOCOG, FIFA and Soccer Australia conducted inspections of all facilities in October 1996, after which negotiations commenced between SOCOG and the respective governments regarding financial and legal arrangements.

At the conclusion of negotiations, SOCOG signed a MOU with the following governments:

- South Australia signed 10 September 1997
- ACT 26 September 1997
- Queensland 29 September 1997
- Victoria May 1999

The MOU specified and differentiated the responsibilities of SOCOG and the various governments in delivering the Olympic football tournaments.

Government responsibilities included providing the competition stadium, key staff, training sites, office facilities, transport, medical-health services, and security.

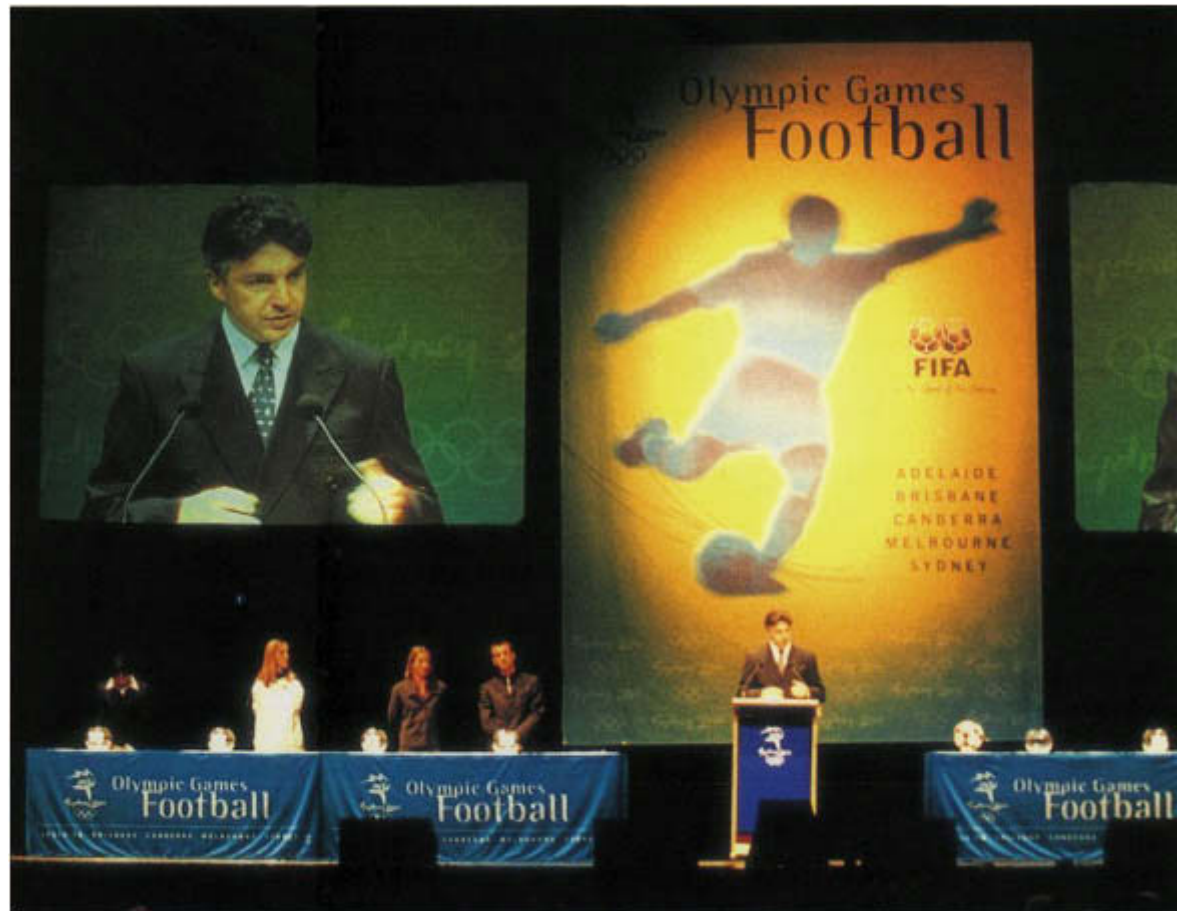
SOCOG provided on payment of agreed fee by government: teams' accommodation and meals in the official hotel; additional works required for the stadia to meet Olympic requirements; local advertising and promotions; specific technology requirements at competition stadia and media centre; team travel within Australia; and 'Look' of the Games.

It also provided and paid for competition management staff, key venue operations staff and all volunteers, sports equipment, host broadcast SOBO, teams' international travel NOC subsidies, Games technology requirements, and ticketing services.

In addition to the MOU, a marketing agreement was drawn up between SOCOG and each government. Key marketing rights identified and assigned included the Olympic football tournament emblem, official designations and a gala ceremony at the first session in each city on 13 September 2000.

An Olympic football task force was established in each state and territory to assist the local SOCOG office. SOCOG appointed

89. The draw for the football competition was held at Sydney's Town hall in June 2000, where FIFA's Secretary General Michel Zen-Ruffinen announces the draws



SCOTT BARBOUR/ALLSPORT

the chairperson of each task force after consultation with the respective premier or chief minister. The SOCOG Manager, Interstate Football, served as the deputy-chair of each task force.

The role of the taskforces was to coordinate the services delivered by government agencies; assist with the implementation of the SOCOG operations plan; provide feedback and input into the development of city-specific operations plans; disseminate relevant information to all participants and agencies; and receive regular reports from SOCOG's key functional areas and the various working groups (see below).

Competition managers, seconded from state soccer associations, were appointed on a part-time basis for each of the football cities from February 1999 and then full-time in July 2000.

Games-time Operations

In the lead-up to the Games, the interstate event directors added additional staff to their interstate offices. Initial appointments included administrative assistants, Venue Operations Managers and Event Services Managers. Additional appointments included managers in each of the key functional areas including transport, accreditation, logistics, 'Look' of the Games, etc.

The draw for the Olympic football tournaments was held at the beginning of June 2000; thereafter all teams knew which city would be hosting their opening game and began to make the necessary preparations. They began arriving at their accommodation from 2 September, although most arrived in the week prior to the first match. The tournaments began with the gala ceremony of 13 September, two days before the official Olympic Opening Ceremony in Sydney. This major event and the first games of the tournaments captured the attention of the world-wide audience impatient for the pronouncement 'let the Games begin.' More matches were played in each interstate city on 14 September. Over the 48 matches of the football tournament – 37 of which were played interstate – tremendous excitement was achieved as the tournament proved to be a great success. Each city's operations closely integrated with each other's, as teams moved between them for their matches. While each city added its individual touches, the uniform 'Look', feel and procedures in each city created seamless tournaments. Travel and accommodation arrangements worked smoothly, a central planning team closely monitoring every team movement and ready to react if necessary.

More than one million tickets were sold for the tournament, which built to fever-pitch intensity for the victory of Norway over the USA in the women's gold medal match at the Sydney Football Stadium on 28 September. In the men's final two days later, the Cameroon's defeated Spain before a crowd in excess of 105 000 at the Olympic Stadium.

During the football tournaments, each city sold out at least one session. Attendance figure breakdowns were:

Adelaide	111 494
Brisbane	207 236
Canberra	105 530
Melbourne	327 037
Sydney	331 451



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MELBOURNE CRICKET GROUND

Public support was strong even though 'soccer' is not the leading football code in Australia; in fact more tickets were sold for football than any other sport and the tournament enjoyed excellent television and press coverage throughout the Games.

The facilities provided in several venues will remain as a valuable legacy for all sports, but particularly football. Many of the training sites received upgraded facilities that will help the development of football in local communities. The worldwide media exposure promoted tourism and, as a result of the high quality of the Olympic Football Tournaments, FIFA suggested that Australia should consider bidding to host a future World Cup.

Sport Services

The Sport Services Program was established in November 1996 within the Sport Division to define each sports requirements to SOCOG's Technology Division. The Sport Services Program was divided into three areas: Sport Results, Sport Entries and Sport Presentation.

Sport Results

Sport Results was responsible for working with the Technology Division and Team Millennium Olympic Partners (TMOP), IBM, Fuji Xerox and Swiss Timing, to deliver the requirements for results, scoring and timing. This involved participation in all development phases of the Olympic Results and Information Services (ORIS) project.

Defining the separate responsibilities of the Technology Division and Sport Results was a challenge. In 1998 a Result System Manager (RSM) was recruited for each sport and discipline. By Games-time there were 37 RSMs, each one responsible for the end-to-end delivery of their sport's results system. In addition to the paid staff, about 2500 technology volunteers were recruited by sport to fill various roles on the results teams at the competition venues.



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KAI PFAFFENBACH/REUTERS

90. The Melbourne Cricket Ground was one of the six venues hosting the Olympic football tournament

91. The football competition was the only sport played outside the host city bringing the Games to almost every state in Australia

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92. Results were instantly displayed on scoreboards in the venues

93. An official during the gymnastics competition checks the results on screen. ORIS, a joint project between the IOC, SOCOG and the International Federations, helped define the specific results requirements for each sport

92



SEAN GARRISWORTHY/ALLSPORT

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MATTHEW STOCKMAN/ALLSPORT

Olympic Results and Information Service

With input from the IOC, IFs and SOCOG, ORIS was developed to provide comprehensive results and other sport information requirements for the Sydney 2000 Olympic Games. In previous Games, poorly defined requirements by many of the IFs led to confusion for results system developers. In 1997, working groups were established for each sport, comprising representatives of the IFs, media and SOCOG. The ORIS project involved 73 meetings covering 37 sports and disciplines. A baseline document was developed setting out results and information services requirements for each sport during the Sydney 2000 Games. Once finalised and approved by the relevant IF, media representatives and the SOCOG Board, the ORIS baseline requirements documents were co-owned by the IOC and the IF.

Managing the liaison between SOCOG's Sport and Technology Divisions, Sport Results ensured that scoring and timing requirements were met by Swiss Timing which held three sets of comprehensive meetings to define Games' requirements. The first of these, held between 24 February and 4 March 1997, established the basic requirements for Scoreboard equipment and scoring and timing services. The second meeting, 28-30 October 1997 further refined these requirements. The third meeting, 17-29 April 1998 set the final baselines and allowed Swiss Timing representatives from Switzerland to visit

many of the venues where their equipment would be used. Sport Results worked closely with Swiss Timing's on-site engineer to refine requirements and resolve problems. An additional meeting was held in September 1998 to finalise the interfaces and information flows between Swiss timing and IBM.

IBM

The area was also responsible for ensuring that IBM's results systems met the specific requirements of each sports as outlined in the ORIS documents. Sport Results staff spent the latter half of 1998 working with IBM to produce complete requirements documents for each sport. This involved a detailed mapping of the ORIS requirements to the actual processes used in Sydney. Requirements documents for the 38 sports and disciplines were finalised by 31 January 1999. Throughout 1999 and 2000, Sport Results was involved in results planning and operations for test events, acceptance testing of the results software by the IOC and IFs and monitoring the progress of IBM in the final production of the results systems.

Sport Entries

Sport Entries was responsible for the official entry of qualified athletes into the Olympic Games. The sports entries process for Sydney was different from previous Games in that core athlete information was captured in advance within the Olympic Entries and Qualification System (OEQ). This three-part process included advanced data capture, qualification verification and final entry confirmation.

In February 1998 a Manager, Sport Entries, was appointed to manage the area. This included writing the requirements for the OEQ and defining the business process for the collection and management of all athlete entries to the Games. Between April 1998 and March 1999 four Sport Entries Coordinators were appointed to assist in this task. Another five were appointed during 2000, bringing the Sport Entries team to 10 staff by May 2000.

Initial recruitment of Sport Entries volunteers occurred in June 1998. Twenty volunteers worked with the area, with between one and three rostered on each day. Volunteer orientation and training was done prior to September 1999 so that volunteers could participate fully in the test events. In January 2000, another 15 volunteers joined the team, bringing the total to 35. Over a seven week peak period in July and August 2000, between three and six contractors also worked each day assisting with data entry.

In the last quarter of 1998, athlete entry forms for all sports were developed in conjunction with SOCOG Competition Managers. Approved by the IOC and IFs in June 1999, entry forms, along with an instruction manual and applications for accreditation were distributed to all NOCs in March 2000. Forms were distributed either as blank forms, pre-printed forms containing advanced data capture information, or as part of the CD-ROM which offered NOCs the ability to complete all forms electronically. More than 70 NOCs completed information on CD-ROM.

The OEQ system became operational in September 1998 with advanced data capture the first stage of the entries process when NOCs forwarded core data information for potential competitors to SOCOG. The first athletes' data was entered in January 1999, twenty months before Games-time. Throughout the year, reports generated from current information stored in the OEQ were distributed quarterly to NOCs for verification.

In the qualification verification stage, NOCs were invited to provide more sport specific information about their potential athletes. Although not critical to the process, this material proved valuable and allowed further checking of final entry information when submitted. By 25 August 2000, the OEQ contained final entry confirmation data with all necessary qualification information on every athlete at the Sydney 2000 Games.

Sport Entries Games-time Process

In May 2000, Sport Entries relocated to the Homebush Accreditation and Arrival Centre (HAAC). Over the next month, Sport Entries, along with the Accreditation, began to prepare for the 1 June 2000 deadline when NOCs submitted their completed application for accreditation forms.

Once data from the accreditation forms was entered, Accreditation, Sport Entries and NOC Services conducted a conference call or personal meeting with each NOC as a preliminary to the pre-Games' Delegations Registration Meeting (DRM). Based on the information provided, Sport Entries was able to detect any problems regarding qualification or athlete data inaccuracies. These discussions were extremely beneficial for the NOCs and helped to shorten the length of the actual DRM when teams arrived in Sydney in August or early September.

As indicated above, all final entries had to be completed and returned no later than 25 August 2000. The area had another peak period between 15 August and 4 September when the majority of these forms were processed. To ensure the eligibility of each individual, every entry was verified against the qualification list provided by the respective IF. Any discrepancies were highlighted and discussed directly with the NOC during their DRM. Once an NOC had completed their DRM, Sport Entries transferred their files to the Sport Information Centre in the Olympic Village. Any further NOC changes or edits to athlete information was done there.

Sport Presentation

Sport Presentation worked on the pre-competition draw, medal ceremonies and the audio-visual 'enhancement' at each competition venue. One of its primary objectives was to link spectators, not only with the sport and the athletes, but also with the venue, creating an exciting ambience. This involved the audience 'warm-up' before competition began. During competition, Venue Presentation Managers produced each session in the same way they would for a studio television program. Working closely with the Competition Manager, the Sport Presentation team arranged the order of events, cued the entrance and departure of athletes and medal presenters and synchronised audio and visual effects.

The Manager of Sport Presentation commenced work in September 1998. At this early stage, the main responsibilities of the Sport Presentation Manager were to secure an adequate budget and establish the structure and reporting channels.

During 1999 an Administrative Assistant, and three Presentations Managers were hired. Prior to the Games, the number of Presentation Managers grew to 32, five Video Producers were added, along with a Music Coordinator, 24 video operators, 53 audio operators and 126 announcers. Before staff moved into Games-time roles, they prepared a range of templates to be used at each venue. These included scripted generic announcements, music playlists and Scoreboard animations. SOCOG's Look of the Games provided the venue visual overlay of banners, flags, etc. Ceremonies provided the material for medal presentations, including the medals, bouquets and pillows.

By Games-time when the production teams were operating at each competition venue, the Sport Presentation core staff numbered almost 250, supported by a cast of volunteers who were experts in the sports on which they worked. Volunteers relayed information on developments from the field of play, such as team changes and officials' rulings. Volunteer spotters also helped to feed information to the announcer. Scoreboard and videoboard operators were also a vital part of the presentation team. Videoboards were particularly important where some of the competition takes place out of the range of vision of the live audience, as in the triathlon event. All of the IFs lobbied vigorously to have videoboards at their venues, even after the SOCOG Sport Commission finalised videoboard allocation in 1998.

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94. The Sport Presentation team looked after music and visuals for the competition venues in order to enhance the atmosphere
95. A large screen was positioned at the triathlon course to ensure spectators at the Opera House could follow the race in its entirety



PHIL CARRICK/THE AUSTRALIAN FINANCIAL REVIEW



GRAHAM EDWARDS/CITY OF SYDNEY ARCHIVES

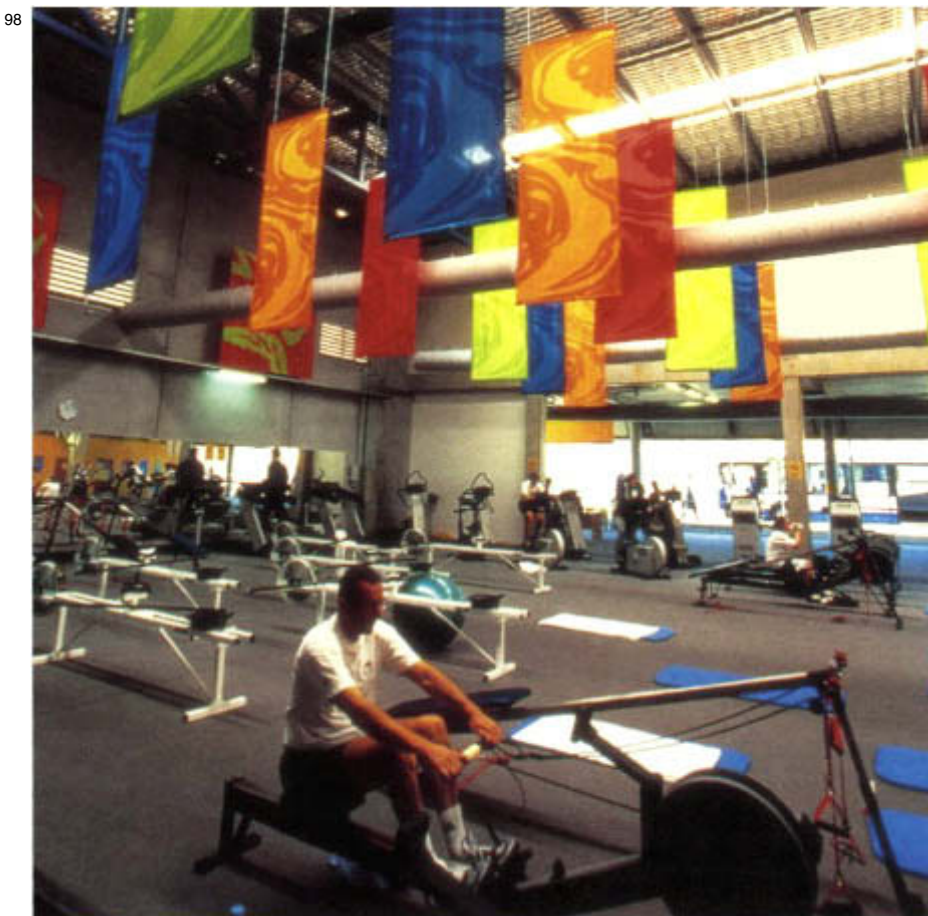
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96 and 97. Coordinating the needs for sports equipment across all venues was a mammoth task in the lead-up to the Games. With equipment for all competition and training venues, over 1 million individual items had to be procured

98. A separate project in the Sport Policy and Operations Program was the establishment of the gym in the Olympic Village



Sport Policy and Operations

The Sport Policy and Operations Program was established in June 1997 within SOCOG's Sport Division. Its primary areas of responsibility were Sport Equipment, Games Training, Technical Officials and International Federation Services, Sport Publications and Sport Operations which included the Sports Information Centre and Sport Command Centre.

The program provided services to all sports participating in the Sydney 2000 Olympic Games. It established policies, processes and operational standards and plans, and implemented procedures, that were applied across all sports.

Sport Equipment

Sport Equipment managed the identification, supply and services associated with sports equipment for the Sydney 2000 test events and Olympic Games. Broadly, the scope included: Identifying all sports equipment requirements for test events and Olympic Games at training and competition sites in conjunction with the competition managers and Games Training Sub-Program; ensuring that equipment met IF requirements; supplying equipment, where possible, for the AOC team training requirements; determining potential suppliers in conjunction with the IFs, SOCOG's Marketing Division and competition managers; and finalising the budget for all equipment and managing budget expenditure.

The Manager, Sports Equipment, appointed in July 1997, was involved in the employment of staff, setting up databases, developing the acquisition process and liaising with each IF and the IOC.

Sport Equipment and SOCOG's Procurement Program implemented a recovery plan a year and a half before the Games, with the objective of selling all recoverable equipment prior to the commencement of the Games. Buyers received equipment after the Games. A salvage policy was developed identifying the importance of maximising revenue from salvage of the equipment post-Games use, while at the same time ensuring that the equipment formed a legacy for sport in Australia wherever possible. This policy caused much debate between the Sport Division and the Logistics Program. The Sports Division's primary concern was that sport-specific equipment remain in the sport, for the future benefit of sport in Australia, while Logistics' primary concern was to maximise revenue.

Some IF-required equipment, such as baseball dugouts and field line-marking equipment was not easily defined as a SOCOG, venue owner or venue operator's responsibility. Also, in some cases, those responsible for supplying equipment reneged on their commitment. This process of clarifying responsibility would have been easier with an integrated resource database to record and communicate details, rather than the four-year process of continual discussion and renegotiation to establish responsibility. Clearer definition between owners/providers of venues regarding what equipment is to come with the venues was essential.

Sport Equipment Suppliers

A significant problem faced by Sports Equipment was that financial contributions made by SOCOG's sports equipment suppliers did not reach the threshold set by SOCOG's Marketing Division for access to marketing rights. Suppliers were generally small companies who could rarely afford more than supply the goods free of charge. Subsequently, SOCOG had to spend more dollars in cash than originally budgeted, and suppliers were disappointed not to receive marketing rights.

A large number of suppliers were not Australian and did not want marketing rights in Australia. It was difficult to sign contracts with these suppliers because the IOC would not grant international marketing rights until the supplier/SOCOG contract was signed. Suppliers were reluctant to sign with SOCOG until they were confident they would receive access to international rights.

In November 1999 SOCOG undertook a budget rationalisation, with a focus on potential savings from the personnel budget. As part of this, Sport Equipment staff was redeployed into other positions within the organisation. The functions of the Sub-Program were not deleted; they were distributed to the Sport Competition and Logistics Programs.

SOCOG decided to centralise all logistics functions rather than duplicating ACOG's structure, where a Sport Logistics Department – separate from the primary Logistics Department – dealt with sport equipment. Logistics within SOCOG was the responsibility of the Procurement and Associated Services Division. The Logistics Program coordinated the delivery and storage of all sports equipment before, between and following test events and the Olympic Games. The Sport Competition Program was responsible for equipment whilst on the field of play.

Games Training

Games training was responsible for both pre-Games training before opening of the Olympic Village and Games training; provided by SOCOG after opening of the Village. For pre-Games training this was simply advertising the available training venues. For Games training this involved securing and operating the venues.

A *Pre-Games Training Guidebook* was prepared in 1996 and updated in 1997, 1998 and 1999. The guidebook listed information on host facilities in Australia and New Zealand. SOCOG acted as an 'information broker' but did not allocate teams to facilities or assist with their travel arrangements.

The guidebook was distributed to all NOCs and to key groups in Australia such as the Olympic Taskforces in the States and Territories, government tourism departments etc. and all major libraries.

Once the last update of the guidebook was published, all enquiries from facility owners interested in hosting teams were referred to the various State and Territory Olympic Taskforces. These Taskforces were able to include additional facilities in their promotional materials after SOCOG no longer published updates to the guidebook.

SOCOG had a responsibility under the Olympic Charter to provide training facilities for all athletes from the opening of the Olympic Village. Games Training was responsible for identifying all training venues and ensuring they were leased and fitted out to meet the IF's technical requirements.

Games Training also worked with Programs in the Sport Division regarding the planning, operations and management of stand-



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alone training venues, i.e. training venues which were not used for competition and were not adjacent to competition venues.

Sport Publications

Sport Publications was responsible for the creation of all sport-specific publications and reports for the Olympic Games, approving sport text, images and graphics, and coordinating the communication of sport information for the organisation. Publications included IF progress reports, explanatory books, technical officials guides, competition forms, entry forms, entry publications, result books covers, pre-Games training guides, team leader guides and test event publications.

Sport Programs

Sport Programs was established to oversee the production of 29 individual sport event programs, one for each sport plus a separate program for the discipline of swimming available for Olympic Games spectators to purchase. Inserted inside each program was the 'daily start list' for each sport. The sport programs and the daily start lists were a Sydney 2000 initiative, with similar publications not available at previous

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- 99. Canadian long jumper Richard Duncan trains at the Sydney International Athletics Centre, the Games-time training venue
- 100. Marion Jones stretches on the training track during the Games
- 101. The Adelaide Super-Drome was one of the pre-Games training venues sourced by SOCOG, where athletes could train before the Games



100 BRETT FAULKNER/NEWS LTD. AUSTRALIA



101 ADELAIDE SUPER-DROME

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Games. The IOC and the IFs supported the concept of the programs, agreeing they were an essential element missing from previous Games.

Daily Start Lists

It was recognised that Olympic Games spectators needed daily start and result lists. SOCOG decided to provide one daily start list publication each day which combined all sports as it allowed spectators to read about sports other than the one they were attending. As it was a complex process producing the start lists, it was decided it would be impossible to also include results in the time frame available each night of the Games.

In early 2000, it was arranged that a press agency would supply the electronic feed of start lists.

Development of the Sport Programs

The most significant issue regarding the development of the sport programs was, that while the business plan and strategy was completed, no partner for this product could be pursued until SOCOG's contracts with the media and print-related TMOPs Time Inc., News Ltd and Fairfax were finalised. Therefore it was not possible to source a partner until early 1999.

Senior management decided that the sport programs project could only go ahead if it were cost neutral to SOCOG. The project could have been fact revenue-generating had it benefited from the four years of planning originally proposed by the Sport Policy and Operations Program. It was not until April 2000 that it was confirmed which was too late to establish the necessary commitments from concessionaires, marketers, writers etc.

During the Games the sport programs with the daily start lists inserted inside were sold at the venues for A\$15. While it

was acknowledged that the sport programs were of high quality they were not commercially successful due to the above issues.

Sport Operations

Sport Operations established each sport's operational liaison with all SOCOG Programs. This included developing operating plans, policies and procedures to effectively integrate the sports within venue teams. Policies included 'Access to the Field of Play' and 'Delays, Postponements and Cancellations to the Competition Schedule'. The area developed all procedures to be carried out by sport staff in venues, such as the procedure for notifying a change to a team's transport need. It also managed and resolved sport issues, and was responsible for the operational development of the Village Gym, Sports Information Centre and Sport Command Centre.

Once the policies and procedures were confirmed, in the second half of 1999, planning for the Village Gym, Sports Information Centre and Sport Command Centre was intensified.

Sport Information Centre

The SIC in the Olympic Village was fundamental to the NOCs as it was the only direct contact point from which all Chefs de Mission, officials and coaches could access sport information in the Village. The SIC's core responsibility was to provide essential sport specific information. This information included: Games Training – communicating changes, confirmations or cancellations to the training schedules as requested by NOCs, which was then communicated to Transport; results and start list distribution; confirmation of sport entries; a point of contact for all athletes' transport; distribution of competition schedules; and all other specific information relating to each individual sport, e.g. rifle/shotgun guidelines for shooting.

The SIC was also represented at each competition venue with a Sport Information Desk (SID). During the Olympic Games the SIC was far busier than predicted. With the introduction of INFO 2000 it was expected that many NOCs would use INFO 2000 along with the SIDs at the competition venues however this was not the case. The Pre-Games training period, 1–15 September 2000, was an extremely busy time at the SIC, with many teams requesting changes, cancellations and additional bookings for training.

Communication with Transport and the SIDs became a fundamental key to the success of athletes transport to competition and training venues. The SIDs served as the link between competition management and transport.

The results distribution process was very efficient, with results provided to NOCs from the SIDs soon after competition was completed.

Sport Command Centre

The Sport Command Centre (SCO) was the central coordination point responsible for all sport issues during the Games. It coordinated communication and information flows to and from

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102. Daily Start and Result lists, produced by SOCOG, were sold in and around the venues

ROGER SCOTT/SOCO

the sport area in competition and training venues, the SIC, the Technical Officials' Village, Sport Division Program Area Commands (Medical, Doping, IOC Relations and Protocol, Language Services and NOC Services) and Medal Ceremonies. The SCC provided Sport Division staff with management direction, facilitated issue resolution as required and had decision-making authority on issues relating to Sport.

The SCC was located with the MOC on Level 7 of Sydney 2000 Headquarters. Operations were in five phases:

- Move-in and Shakedown, 1–13 August
- Limited Operations, 14–27 August
- Olympic Operations, 28 August – 2 October

The operational phases and times of operations were linked with the schedule of IOC and MOC meetings. At Games-time, the SCC was operated by 15 staff from the Sport Division.

Technical Officials and IF Services

The Technical Officials and IF Services area was responsible for the planning, coordination and implementation of all Technical Officials and IF operational support for the Olympic Games. Primarily, it developed, coordinated and ensured the appropriate level of services were provided to Technical Officials and IFs, i.e. Accommodation/Villages, Accreditation, Catering, Transport and Uniforms.

Test Events

Test events were pre-Games sporting and non-sporting events held in Olympic venues using Olympic staff, implementing Olympic procedures and policies to test Games-time operations. The Test Event Program was an essential aspect of SOCOG's preparation for the Sydney 2000 Olympic Games.

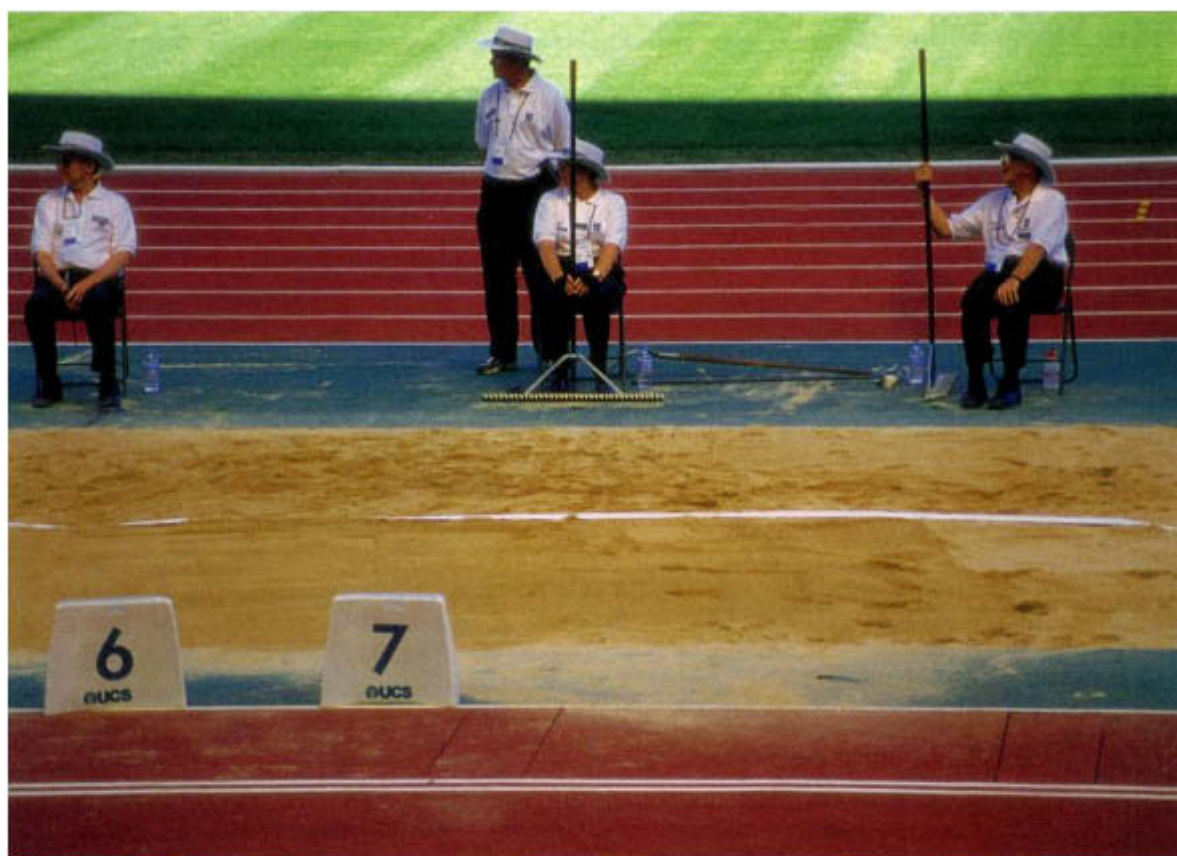
As part of the Bid commitments, SOCOG was required to conduct a test event in every discipline of every Olympic sport. By late 1997 a dedicated Test Event Program team was established and an extensive test event schedule finalised. The responsibilities of the Test Event Team were to develop the scope, budget and testing objectives for each event. This was done in conjunction with the competition managers and with the endorsement of the respective IFs and NFs.

Test events allowed SOCOG to meet three major objectives:

- test the field of play and all elements involved with the competition as well as various aspects of the venue
- provide a test of technology systems for all sports at all venues, including specific scoring, timing and results systems and communications
- train staff, contractors and volunteers in an event environment and to develop specific venue teams for Games-time.

Test event tasks, content and schedules varied from sport to sport but overall fitted into two broad categories:

- Existing events:** events already on the sporting calendar, such as the Australian championships for swimming, gymnastics, softball and badminton. There were also existing international events in tennis, baseball, canoe/kayak slalom, table tennis, fencing and wrestling.



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BRONWYN RENNE/SOCOG

- Created events:** events created by SOCOG and the NFs to test Olympic operations. They included rowing, canoe/kayak sprint, volleyball, hockey, equestrian and boxing.

The level of SOCOG participation in each event was then divided into three categories:

- Owned events:** event that SOCOG either created and managed solely or assumed primary responsibility for because a particular NF did not have the resources to effectively run an Olympic test event.
- Shared events:** existing events, in most cases national championship competitions where SOCOG agreed to share financial and operational responsibilities with the respective NF.
- Observer events:** where SOCOG had only an observer's role. The event was conducted by a NF with SOCOG playing a minor role assisting with operations and observing how the NF ran their own event.

It was clear from the outset that SOCOG did not need to fully own and operate every test event. While owning an event provided more control, the benefits of working in conjunction with a NF were significant. For example, SOCOG's planning, financial and work load were all greatly reduced and experienced event staff were already on hand.

Test Event Marketing

Test events were branded separately from the Olympic Games. While they were SOCOG test events, there was no direct link to the Olympic Games in terms of logos, images, 'look' and promotion. This was done because many events were shared with NFs or were existing events and had existing sponsors which, in many cases, were in direct conflict with SOCOG's sponsors. As the test events had a separate brand they became



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103 and 104. The athletics test event in 1999 formed part of the so-called September cluster, which was designed to give all functional areas a chance to test and review their operating plans

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a core asset which could be packaged and sold to various sponsors to raise revenue to fund the test events.

The test events were branded under the banner 'Celebrating Sport 2000'. A specific 'look' was designed, including flags, banners, signage and uniforms. 'Celebrating Sport 2000' promotional and advertising material included posters, newsletters, flyers and magazine and newspaper advertising.

September Cluster

SOCOG's Technology Division requested a cluster of test events at which systems could be tested simultaneously across many venues. This resulted in the 1999 'September Cluster' featuring test events for 11 sports. These events attracted over 4000 athletes and required a workforce of more than 6500 people.

In addition to the 11 sports the Chef de Mission Conference, World Broadcasters Meeting, IOC Coordination Commission visit and Olympic Sponsor Workshops were conducted at the same time. SOCOG also tested the arrivals and departures procedures at Sydney International Airport.

The September Cluster represented the largest single month of sporting activity ever held in Sydney giving athletes, media, spectators and the general public a glimpse of how things would operate during the Olympic Games a year later.

A number of SOCOG Program areas had an essential role in the test events. These included: Accommodation; Accreditation; Catering; Ceremonies; Communications; Doping Control; Language Services; Logistics; Look of the Games; Medical; Press Operations; Risk Management; Security; Spectator Services; Sport; Technology; Transport; Venue Management; and Workforce Planning.

Value of Test Events

SOCOG's test events were a vital part of the organisation's preparation for the Olympic Games. Test events operated from almost two years prior to the Sydney 2000 Games. Requiring an enormous investment in time, effort and resources, the test events were perhaps the single most valuable tool in preparing the organisation as a whole for Games-time realities. Much of the operational success of the Sydney 2000 Olympic Games can be traced directly to the experience gained during the test events.

Medal and Welcome Ceremonies

The Medal Ceremonies Sub-Program was responsible for the design and production of the gold, silver and bronze medals, podiums for presentations, the acquisition and presentation of flowers given to the athletes and the organisation of volunteers and officials for medal ceremonies.

The majority of medal ceremony personnel, who worked either as production staff or members of presentation teams, were volunteers. There were 11 medal ceremonies teams that ranged between different venues to produce the 300 medal ceremonies that took place during the Games. Try-outs for volunteers were conducted from January until May 2000.

The Victory Medals

The Medal Ceremonies Sub-Program promoted a competition to select a design for the Olympic victory medals. In July 1998, invitations were sent to 18 prominent artists, sculptors, jewellery designers and design students but entry was open to all. Four months later, contestants submitted their designs on paper together with actual size replicas that were judged by a panel of six experts. The unanimous choice was the design of Polish-born sculptor Wojciech Pietranik, whose portfolio included coins designed for the Royal Australian Mint.

The medals were 68 mm in diameter, 3 mm thick at the rim and 5 mm thick at the highest point of the relief. The obverse of the Sydney Olympic medals featured the requisite subject of Nike the Goddess of victory, holding a wreath overhead with two palm fronds wrapped in her left hand. She was seated beside a Grecian urn and below her were sprigs of wattle, the Australian national flower. Beside Nike were the traditional Cassioli stadium representation, and a chariot pulled by four horses. The reverse depicted the Sydney Opera House and Sydney's futuristic Olympic Torch. The five raised Olympic

105. A separate branding was developed for SOCOG's test events, clearly differentiating them from the Olympic Games

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BROWNYN RENNE/SOCOG

Test Event Schedule**1998**

September	Sailing	Sydney Harbour Regatta 1998
December	Wrestling	Wrestling

1999

April	Mountain Bike	Mountain Bike World Cup
August	Volleyball	TAFE Sydney Volleyball Challenge
	Wrestling	FILA Youth World Championship
September	Badminton	Australian Badminton International
	Handball	Southern Cross International Handball Challenge
	Sailing	IBM Sydney Harbour Regatta 1999
	Archery	Sydney International Golden Arrow
	Rowing	Pacific Rim Rowing International
	Seminar	Chefs de Mission
	Hockey	Sydney International Hockey Challenge
	Equestrian	The Sydney International Three-Day Event
	Modern Pentathlon	1999 UIPM World Cup Final
	Canoe/Kayak – Sprint	Sydney International Regatta
September/October	Water Polo	11th FINA Men's Water Polo World Cup
	Canoe/Kayak – Slalom	FIC Slalom World Cup Final
November	Baseball	1999 XIV IBA Intercontinental Cup
November/December	Judo	Sydney Judo Challenge
December	Taekwondo	WTF International Invitation
	Boxing	Boxing International Invitation
	Cycling – Track	Oceania International Cycling Grand Prix
	Cycling – Road Races & Time Trial	Oceania International Cycling Grand Prix

2000

January	Tennis	Sydney International
	Table Tennis	ITTF Pro Tour Final Grand Finals
	Softball	2000 Australian Women's Fastpitch Softball Championships
	Fencing	FIE World Cup/Challenge Australia
	Diving	XII FINA Diving World Cup
February	Gymnastics	International Gymnastics Challenge
	Athletics	Australian Track and Field Championships
March	Weightlifting	Telstra Weightlifting Challenge
	Shooting	ISSF World Cup Shooting
April	Synchronized Swimming	FINA Synchro 2000 Olympic Qualifying Open
	Triathlon	Energy Australia Triathlon – ITU World Cup Sydney
	Athletics – Marathon	The Host City Marathon
May	Swimming	Telstra Australian Open Championships & Olympic Team Selection Trials
June	Water Polo	Women's 6 Team Challenge
	Basketball	OzBasket 2000
August	Athletics	Australian Selection Trials

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ROGER SCOTT/SOCO

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MARK CRAWFORD/SOCO

106. Volunteers were specifically trained to raise the flags of the nations at the medal ceremonies

107. The bouquet of native Australian flowers was the result of a three-year project in which 12 varieties of unique flowers were chosen. 2500 bouquets were handed to medal winners on the podium

108. Sydney's medal featured the Sydney Opera House, Harbour Bridge and the torch

rings punctuated the centre, and the name of the event was engraved on the outer rim. Winning athletes were able to have their name engraved on the obverse side, where space had been allowed for that purpose. This engraving service was provided free by Ceremonies at the Olympic Village.

The people of Orange, Blayney and Cabonne in central-western NSW provided the gold for the victory medals – the first time a community in a host country had sought this onerous responsibility. Contributors to the gold supply and financial assistance included local businesses and residents, independent fossickers, and local government. They operated corporately under the name 'Ophir Gold 2000 Committee'. That this district should supply the gold for the Sydney Games was most appropriate, as in 1851 Ophir was the site of the first recorded payable gold finding in Australia, a discovery that fomented the first great Australian goldrush. In the course of its activities the Committee arranged a number of fund-raising events to help meet its commitment. Its delivery of the project was a remarkable example of determination and pride from a community of 60 000 people.

The silver for the medals came from the Australian mining giant BHP's new Cannington mine, and the original Broken Hill silver mine provided a 20 kg ingot. The bronze medals were made from old Australian one and two cent coins, which are no longer in circulation. The idea that the medals were made from such once commonplace items appealed to Australians.

The 750 gold medals were 99.99 per cent pure solid silver with 6 gm gold plating, the 750 silver medals were 99.99 per cent pure solid silver, and the 780 bronze medals were 99 per cent bronze with one per cent silver. The medals were struck at the Royal Australian Mint in Canberra and the Perth Mint.

All Sydney 2000 medals were hung on blue ribbons made by the Woolmark Corporation and bore the legend 'Sydney 2000' in silver embroidered lettering, as well as the SOCOG fluid energy look. SOCOG commissioned Australian company Bang Design to make a presentation box for each of the medals. The first eight place-getters in each event received a canister containing a certificate that identified the athlete, the event and the place achieved in both French and English. The canisters were sent to the team's Chef de Mission in the Olympic Village for distribution.

Medal ceremonies took place as near as practical to the field of play on which the athletes had won their medals.

Victory Podium

The design by Brian Thompson of the modular medal podiums, received official approval from the IOC in June 1999. They consisted of fiberglass cylindrical drums coloured gold, silver and bronze. The gold podium was twice as tall as the silver and bronze podiums that locked into place on either side. Multiple podiums were used for team sports, and the modular design allowed additional podiums to simply be added on either side. The medal ceremonies teams transported podiums to venues where only a few ceremonies were to be held, but venues such as the SuperDome, Stadium and the Aquatic Centre had permanent sets.

Flowers

SOCO called for tender for the design and supply of the floral bouquets to be used in the medal ceremonies in 1997 and the Australian Flower Company was the successful tenderer. A wide variety of flowers were tested and each year for three

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years prior to the Games, the AFC prepared sample bouquets from the native flora that would be available during the period of the Games. Growers of native Australian flowers were contracted years in advance to allow them time to produce sufficient plants. The bouquets consisted of Australian native flowers with the Waratah, NSW's floral emblem, as the centrepiece. Popular Australian artist Ken Done painted a special version of the bouquet for a limited edition print that all Olympic medallists received.

Costumes

The medal presentation teams dressed in the style of the high country stockmen and stockwomen familiar from the dramatic equestrian segment of the Opening Ceremony. Slight variations in dress helped identify the different roles of the team members:

- medal flower bearers: long beige Drizabone coat and matching Akubra hat, dark blue long skirt, chambray blue

shirt, cyan blue and white scarf with matching leather belt and shoes

- flag team: short beige Drizabone and matching pants and Akubra hat, chambray shirt, cyan and white scarf with matching leather belt and shoes
- athlete and official escorts: SOCOG official uniform of beige skirt or pants, chambray shirt, navy blue jacket with SOCOG logo. A beige Akubra was added to the uniform to coordinate it with the rest of the presentation team apparel.

Team Welcome Ceremonies

The team welcome ceremonies for each of the 199 NOCs were staged in the Olympic Village from 3-14 September. They comprised:

- a short Australian cultural piece including a rendition of the song 'G'Day G'Day' by 6700 children aged between eight and 12 years from 158 NSW primary schools. Schools were twinned with particular countries for the welcoming ceremonies and between 30 and 50 children performed at each. It had been planned that the children would also sing the anthem of their respective NOC but time pressures meant that in all but 11 cases recordings were used
- a welcome to the land by indigenous performers
- a welcome speech by the Mayor of the Olympic Village
- the gift of a handmade Aboriginal message-stick presented to the Chef de Mission, and
- raising of the appropriate national flag.

The Village architects provided a small roofed stage for the conduct of the welcomes and temporary dressing room space for the indigenous performers in a backstage tent.

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SCOTT BARBOUR/ALLSPORT

109. Volunteers carry victory podiums onto the field of play at the Baseball Centre
110. The victory ceremony remains the most moving and memorable moment for the athletes





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OUT AND ABOUT





TRANSPORT

The Bid Commitments

Sydney's Olympic Bid was supported by more than 25 claims and pledges relating to transport. They ranged from sound strategic and operational directions to undertakings that ultimately could not be achieved.

These transport commitments were considered necessary to assure the IOC that Sydney could stage the Games, and inevitably were reviewed as planning unfolded and organisers grappled with the realities. The promised 30-minute athlete travel time limit from Village to venue, for example, proved unsustainable in some cases when the location of some venues was finalised.

The most unrealistic aspect related to cost, with a planned Olympic transport budget of A\$25 million. Estimates had been based on a deficient understanding of the magnitude of the task, particularly for spectator transport, and more realistic planning and scoping quickly led to the estimate being revised. The final Olympic transport cost would be more than A\$370 million.

The Bid commitments were reviewed in 1994 to produce an initial transport strategic plan. The Olympic Transport Working Committee, convened by the NSW Department of Transport (DoT), was formed in 1995 to assist SOCOG and DoT with the development of transport plans. Its role was advisory. During 1994 SOCOG had appointed a Program Manager Transport and DoT had appointed a Director Olympic Transport. A delegation attended the Atlanta Games in 1996 as observers, an experience that signalled the real beginning of Sydney's Olympic transport planning.

The Beginning

The Premier of NSW Bob Carr, the Minister for the Olympics Michael Knight, and the Director-General of the Olympic Co-ordination Authority (OCA) David Richmond attended the Atlanta Games and directly experienced some of the transport problems that occurred there. This was fundamental to Sydney's understanding of the transport challenge and the mechanism developed to manage it.

It was obvious to the observers that the people who owned the transport problem did not have the power to solve it. For Sydney, the organisation with the power to address the problem was the NSW Government. During the Atlanta Games, David Richmond suggested Sydney create a separate entity for Olympic transport. Consequently the observers proposed the creation of a special government agency to bear the Olympic transport responsibility and hold the authority necessary to coordinate the state's existing transport providers.

To ensure the primacy of the Olympic task and facilitate the coordination necessary across government, the new agency should be made responsible to the Minister for the Olympics.

A Premier's Post Atlanta Transport Summit was held on 11 September 1996. It included representatives of OCA, the Roads and Traffic Authority (RTA), DoT, the NSW Police Service, the Bus and Coach Association of NSW (BCA), AOC and SOCOG.

As a result of the summit, OCA's Director-General convened a working group including SOCOG, RTA and DoT to identify options for an Olympic Transport body. The result was the establishment of the Olympic Roads and Transport Authority (ORTA) in March 1997 as a body combining government authority and Olympic accountability.

ORTA was a unique body – a transport agency not reporting to the Minister for Transport. Its creation reflected an appreciation of the extraordinary demands of Olympic transport, the importance of transport to international judgments about the Games and the inseparable links between transport and wider Games planning, including venue and competition planning, security, accommodation and accreditation.

As a single body to coordinate transport for the Olympic and Paralympic Games, ORTA would be able to pull the many different elements of transport for and during the Games together into a single, coherent operation. It was required to oversee transport services for two clients:

- for the State Government, transport for spectators and Sydney's continuing daily activity; and
- for SOCOG, transport obligations under the Host City Contract, covering athletes, officials, accredited media, sponsors and workforce.



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PETER BARNES/NEWSPIX

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1. Every day, several hundreds of thousands of spectators and staff were transported to Olympic Park via rail and bus
2. In March 1998, the first train rolled into the newly constructed Olympic Park Station. The completion of the railway was a major milestone in the Olympic preparations



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- 3. Minister Knight arrives at Homebush via public transport for the 1998 Royal Easter Show
- 4. The Olympic Park Railway Station was designed to handle peak Olympic loads of half a million visitors



SIMON ALEXANDER/THE SUN HERALD

ORTA's establishment included reassurance about the direction of Olympic transport planning and a blunt admission of the difficulty of the task. The single line of command with the resources and authority to solve problems as they arose also helped with security arrangements for the Games.

The task of running ORTA was given to Mr Ron Christie, Sydney's most experienced public transport executive. For most of 1997, ORTA comprised only a handful of people under CEO Ron Christie and General Manager Geoff Amos, who had the primary responsibility of pulling the organisation together. ORTA's priorities were recruiting key staff, putting in place essential planning processes and laying the framework for the first Olympic transport test event, the 1998 Royal Easter Show in the new Sydney Showground at Homebush Bay, part of Sydney Olympic Park. An ORTA Board with an advisory role was established with representation from OCA, SOCOG, ORTA, DoT, the NSW RTA and NSW Police, and chaired by the Director-General OCA, David Richmond.

Subsequently, in 2000, Bob Leece, Deputy Director-General OCA was appointed CEO of ORTA with Ron Christie taking on the Games-critical role of coordinator of the NSW rail system.

On 28 January 1998, ORTA released the first version of the Sydney 2000 Olympic and Paralympic Games Transport Strategic Plan. This document was both a major advance on plans by ORTA's predecessors and a long way short of the comprehensive strategy that would eventually be

required. The release of the 55-page document was essentially ORTA's public debut. It announced the first formal mission and objectives of Olympic transport and displayed for the first time ORTA's corporate logo. The strategy included statements that:

- up to 500 000 people would travel to Sydney Olympic Park and a further 100000 to Darling Harbour on the busiest days of the Games – a total of 1.2 million trips a day
- initiatives would include Olympic transit lanes, removal of parking from Olympic routes and restrictions on certain vehicle types within Sydney Olympic Park, Darling Harbour and Sydney CBD precincts, including changed times for deliveries
- a range of measures, including carpooling, changed work hours and working from home, would be encouraged to change Sydney's daily travel patterns during the Olympic period
- the CityRail network would have to handle at least 80 per cent more people a day than usual, while at least 50 per cent more than usual would travel by bus.

Minister Knight continued to stress the difficulty of the Olympic transport task and did not pretend that ORTA had everything under control. He said that the strategic plan did not provide all the answers to Olympic transport issues, but set the framework for achieving the 'best possible' transport for the Games. The report resulted in prominent media coverage, primarily focusing on the unprecedented size of the challenge Sydney was facing.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

The First Test

A key part of ORTA's responsibilities flowed from the Government's realisation that Olympic transport was unlikely to succeed if it operated for the first time only when the Games began. ORTA was thus given a series of test events aimed at enabling it to trial and progressively improve the Olympic transport system. Over the course of almost two and a half years, 3.9 million people travelled to Sydney Olympic Park in Olympic transport test events. While nothing could come close to the size of the Olympic Games, the events were to be extremely valuable in the development of transport arrangements for Olympic and Paralympic spectators.

The 1998 Royal Easter Show, held for the first time at the main Olympic site at Homebush Bay, was a major test of not only transport but the new facilities, pedestrian movement, signage and wayfinding and public communications strategies. The event included the first sustained operation of the two key elements of the Olympic spectator transport system – the Olympic Park rail loop and station, and the Sydney Olympic Park bus routes – and was the first test of large-scale spectator movements at Sydney Olympic Park. The latter was managed by OCA, led by its Assistant Director-General, Mick O'Brien. In previous years only about 40 per cent of Show visitors used public transport. With no public car parking to be available at Sydney Olympic Park during the Games, ORTA needed to quickly establish a culture of travel by public transport to the site. The carrot and the stick were both used. The 'carrot' was a ShowLink ticket providing return public transport and Show entry at a discount rate, the first trial of the scheme ORTA wanted to use during the Olympic Games. The 'stick' was a hefty A\$25 fee for car parking and a scheme requiring people to book their parking space.

Olympic Park railway station is connected to Sydney's main western rail line by a 5.3 km loop of track. The key piece of transport infrastructure built specifically for the Games, it was opened by OCA less than four weeks before the 1998 Royal Easter Show.

The rail service for the Show was a very large and challenging one, but still far short of what was likely to be required during the Olympic Games. Similarly, the first operation of the eight Sydney Olympic Park bus routes was a major undertaking, but fell well short of the 13 routes which would eventually operate for the Games.

A massive communication campaign was undertaken to support the Show transport operation and begin the long process of educating the community about a new transport system to a site most were still unfamiliar with. In addition to the advertising, brochures providing localised maps and bus timetables were delivered to 900 000 Sydney homes and rail timetables to 850 000 homes.

Minister for the Olympics Michael Knight launched the Show communications campaign on 18 March 1998, which included a bus trip for the media. He set a target of 70 per cent of Show visitors arriving on public transport, and urged people to be part of history by taking part in the first major use of the new Olympic transport facilities.



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The public accepted the message and public transport arrivals grew daily, to a massive 175 500 on Easter Monday. The total was to remain the highest single day public transport total for more than two years, broken only by the Olympic Games.

A total of 1.16 million people, more than 85 per cent of Show visitors, used public transport over the 16 days of the Show – 911 000 travelling on trains and 249 000 on buses.

Twenty-four Hours and Free

In conjunction with the first use of the Olympic transport system during the 1998 Royal Easter Show, much work was taking place behind the scenes on the policy framework for its operation during the Games.

ORTA had been strongly advocating that spectators should receive a travel entitlement as part of event tickets. Requiring the 3.5 million people who eventually caught trains to Sydney Olympic Park during the Games to queue for rail tickets would have been unworkable.

After the SOCOG Board meeting of 22 May 1998, SOCOG President Michael Knight announced travel would be included in every spectator ticket in Sydney, although SOCOG had been concerned that ticket prices were already high and would not sell well if a transport levy were added. ORTA's view that integrated ticketing was operationally essential prevailed.

The resulting free spectator travel applied not only in the Sydney metropolitan area but extended to outer points of the CityRail network – the towns of Dungog and Scone to the north, Bathurst to the west, Goulburn to the south-west and Nowra to the south. Travel was free on all Olympic buses, but not on normal Sydney route service buses. Also excluded were ferries and the private Monorail and Sydney Light Rail services.

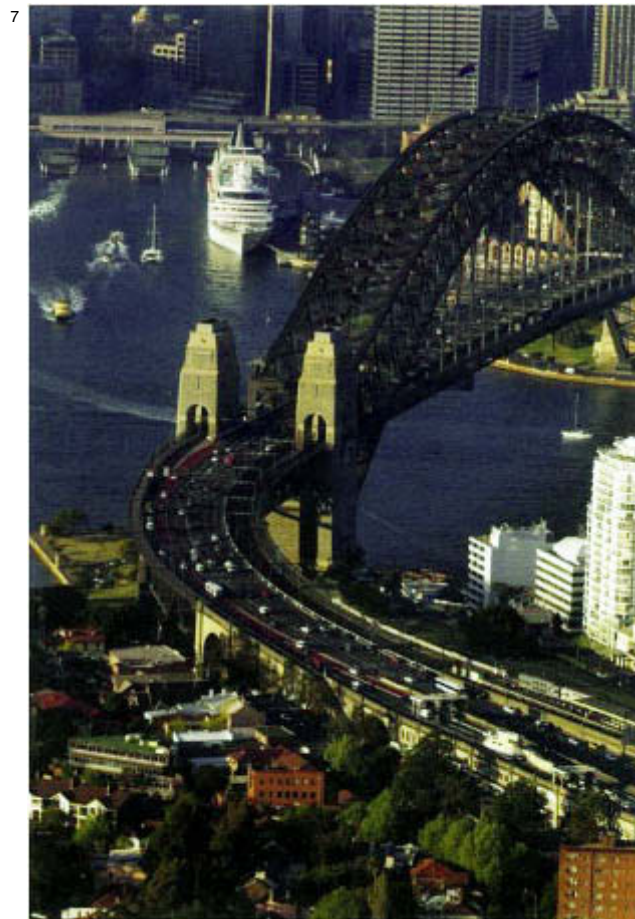


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TRANSPORT AUTHORITY

5. The Royal Easter Show in 1998, with over 1 million visitors, served as an important trial for the Olympic transport and logistics operations, confirming crowd management techniques and the station's ability to handle continuing high-volume passenger flows

6. 11 000 Australians expressed an interest in volunteering for the Olympic Roads and Transport Authority. Those chosen to look after Geena Davis during the archery test event in 1999 pose with the movie star for a photograph



Ferries had been quickly rejected as an option for transporting spectators. A train could carry 1800 people, with one arriving at Olympic Park every two or three minutes. Likewise, hundreds of buses could arrive and depart in a very short period. In contrast, Homebush Bay can be serviced only by the lower-capacity Rivercat ferries, which in any case were needed to met the commitments of athletes.

In mid-1998, Minister Knight had found himself caught among one million people on the streets of Paris after public transport stopped at midnight during the finals of the World Cup Soccer Championship. The experience convinced him of the need for transport services 24 hours a day in Sydney during the Olympic Games. ORTA had already been exploring the issue, and on 26 July the Minister said that "what happened in Paris simply crystallised for me and for ORTA the necessity for going forward with a scheme".

On 24 August, prospective spectators learned that the 24-hour transport would actually last 28 hours: free travel entitlement would cover the entire day of the ticket through until 4 am the following day and could be used for non-competition purposes – for example, travelling into the city for dinner after attending events at Sydney Olympic Park.

Travel for spectators had thus been settled, but the entitlement for the large number of Olympic volunteers was more problematic. Volunteers had been given the same entitlements as spectators, which did not include free travel on normal bus routes. After a campaign by volunteers, with media support, it was announced on 9 August 2000 that the scheme would be expanded for volunteers to include ferries and public and private buses.

7. Planning for the road-based transport aimed to have the least possible impact on normal city traffic. On the first day of the Games, the Harbour Bridge showed a smooth flow of cars, as was the case on most Olympic days

Roads

While the largest number of Olympic spectators would be moved by rail, the biggest challenge for Sydney would be in making road-based transport function smoothly. The public view was that Sydney's roads were already choked at peak hours on normal days; the Olympic Games could only make them much worse.

Olympic lanes – lanes giving priority travel to accredited vehicles – were part of Sydney's bid for the Games. The concept was carried through the planning and in August 1998 it was announced that the major route to Sydney Olympic Park, Victoria Road, would have Olympic lanes operating from 5am to midnight from Monday 11 September to Friday 6 October 2000, four days before the Opening Ceremony until five days after the Closing Ceremony.

Private vehicles were excluded from the kerbside Olympic lane wherever there were three lanes in one direction. Buses, even those with no link to the Games, taxis, bicycles and emergency vehicles would join accredited Olympic vehicles in the lanes.

For ORTA, road routes basically fell into three categories:

- primary routes: roads used to transport athletes and other Olympic Family members
- spectator routes: spectator bus routes falling into three sub-categories – the Sydney Olympic Park routes, shuttle routes from railway stations to venues, and shuttle routes from park and ride sites to venues in the western suburbs
- strategic routes: not really Olympic routes but key arterial roads which, while carrying no official Olympic traffic, were considered important for general traffic flow during the Games.

Work continued on road routes throughout 1998, 1999 and 2000. A major package of routes was announced on 6 May 1999 covering 10 proposed primary routes, nine Sydney Olympic Park spectator routes and nine railway station spectator shuttle routes. A special publication included a map of every route and details of clearways and other measures to operate on the primary routes. In developments over the next year, the routes package changed to nine primary routes, 13 Sydney Olympic Park routes and eight railway station shuttle routes.

ORTA believed that it and other transport agencies had to determine what was necessary to make Olympic transport work, and then consult with local communities about how to minimise any impacts and about changes at the margin. In the early days, ORTA went to extraordinary lengths to address community concerns. In the case of the main Olympic route, Victoria Road, every property along the route received a letter and a pamphlet outlining the plan and inviting personal contact. Community liaison officers visited shops along the route and working committees were established to address local concerns, including trying to identify alternative parking opportunities.

ORTA repeatedly stressed that it was impossible to operate transport for the Olympic Games without some impacts, but it would work with anyone and everyone to minimise these

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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

impacts. The opponents of Olympic routes were a minority, as most people seemed to accept that special temporary measures would be necessary if Sydney was to meet the transport needs of the Games.

In total, ORTA's network of primary routes covered 140 km. The full route package involved 500 km of clearway. About 40 000 signs were erected, comprising 10 000 guidance signs to assist Olympic bus and car drivers and 30 000 regulatory signs.

ORTA estimated about 3350 buses would be required for the Olympic Games, with the biggest component being 1700 for spectators. The previous biggest fleet for a single event in Sydney had been 900 when the Pope visited in 1995. With athletes to travel almost exclusively by bus, the Olympic bus operation was critically important.

Buses

The NSW bus industry is a large one, with more than 7000 vehicles. But only about 40 of more than 1500 bus operators are located in the Sydney metropolitan area. Pulling together the fleet required, training the drivers and operating the fleet would be a massive challenge. It would also require a massive bus depot and commensurate scheduling, fuelling and maintenance tasks.

A decision was taken to secure and operate Olympic buses through a partnership with the private industry via the Bus and Coach Association of NSW (BCA). On 12 June 1998, an agreement was signed between ORTA, SOCOG and the BCA for the formation by the BCA of Bus 2000, a private company to procure and operate Olympic and Paralympic buses.

A major bus procurement program began in October 1998. Over succeeding months, meetings were held with bus company representatives in a long list of towns across the state. In April 1999, agreement was reached between Bus 2000 and the Transport Workers Union on a special pay deal for bus drivers.

In June 1999, a 37 ha former Air Force supply depot at Regents Park, about eight kilometres west of Sydney Olympic Park, was announced as the site of the biggest Olympic bus depot, providing the best secure location for the Olympic Family buses. The depot shared the site with three other Olympic facilities – a training venue for some sports, a

warehouse and workshop for the 'Look of the Games' program, and a storage area for the Torch Relay.

By February 2000, more than 2200 buses had been offered by more than 400 companies for the Olympic fleet, including 300 from other states and territories. About 8000 drivers had expressed an interest in driving for the Games, easily exceeding the 5000 needed.

Test Events

ORTA coordinated spectator bus services for the transport test events. The percentage of test event crowds travelling by bus steadily increased. In total, 1.18 million people travelled to Homebush Bay by bus over the 17 events. The operation was, if anything, too successful. It lulled ORTA into a false sense of security about the Olympic operation, with the organisation failing to pay sufficient attention to the unique nature of athlete bus services and neglecting to test the Regents Park depot.

Rail System

Over the three years leading up to the Games, operational problems in Sydney's CityRail network caused more criticism than any other component of Olympic transport. Rail was a

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8. Taxi drivers were trained before the Games to help make international visitors feel welcome. A radio competition called 'cabbie of the week' also encouraged their support

9. The usually busy George Street in central Sydney remained fairly quiet throughout the Olympic period. A bus loop was designed to aid travel around the city centre, where free buses ran at 5-minute intervals in each direction, stopping at eight key locations



GRAHAM EDWARDS/CITY OF SYDNEY ARCHIVES

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strong point of Sydney's Olympic Bid. The CityRail network is a large, heavy rail network covering a wide geographic area. It contains more than 2000 km of track, stretches 200 km from central Sydney at its most distant point and includes more than 300 stations. Almost one million passenger trips are recorded every weekday.

The network was always going to carry the majority of spectators attending Sydney Olympic Park, while also providing transport to and from most other venues. The repercussions of any failure could be enormous.

ORTA's first transport plan in January 1998 indicated passenger numbers on the CityRail network during the Olympics were likely to increase by 80 per cent. On 20 December 1999, ORTA's first major statement on Olympic rail services predicted an even bigger increase: from 12.4 million passenger trips over a normal 17-day period to more than 31.2 million over the core 17 days of the Games.

CityRail's analysis indicated a roughly even split between three categories of rail travel: trips involving Olympic venues, sightseeing and continuing daily travel. ORTA also announced the operating pattern for the CityRail network would need to be simplified to accommodate the Olympic demand, that some trips would be slower than normal and that buses would replace trains at some suburban and regional stations. These actions were vital to the successful operation of Olympic services.

The Olympic transport test events and other events at Sydney Olympic Park in the lead up to the Games illustrated both the strengths and weaknesses of the rail system. Over the 17 test

events, trains carried more than 2.7 million people to Sydney Olympic Park and the vast majority of people travelled smoothly.

Continuing problems in the rail network, however, led to the appointment in June 2000 of ORTA CEO Ron Christie to the new position of Coordinator-General of Rail as the final bid to fix the system and the appointment of Bob Leece as CEO of ORTA to manage overall Games transport.

Three weeks later, Ron Christie announced the broad details of the Olympic timetable. It would operate for 19 days: from Wednesday 13 September to Sunday 1 October two days before the Opening Ceremony to the day of the Closing Ceremony. Trains would operate 24 hours a day.

Cars

The 1956 Melbourne Olympic Games was the first to involve an official car fleet. It consisted of 121 vehicles, donated by a range of companies. By 2000, the fleet had grown to 2000 cars, provided by Holden as part of its sponsorship of the Games, and ORTA estimated it would need 6000 volunteer drivers.

People with Olympic accreditation were divided into five transport categories: T1, T2, T3, T4, T5. T1-3 involved an entitlement to car travel. T4 was bus travel for people including athletes, team and technical officials, and accredited media, and T5 signified free access to the spectator transport system.

IOC members represented less than a third of the T1 category. The biggest T1 group was the almost 300 team Chefs de Mission and Deputy Chefs. Presidents and Secretaries-General

10. A train driver enjoys his Olympic role

11. Hundreds of fans arrive at Blacktown station, where they queue to catch buses to the Sydney International Equestrian Centre. Crowds had to be managed and controlled at all train stations and bus terminals

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ANDY BAKER/NEWSPIX

11



TRACEE LEANE/NEWSPIX

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BOB PETERS/OLYMPIC ROADS AND TRANSPORT AUTHORITY

of NOCs of countries with more than 50 athletes were T1 clients, while those countries with fewer than 50 athletes were T2s. T2 clients also included Medical Commission Members, members of the Court of Arbitration for Sport and the Presidents and Directors-General of previous and future organising committees. By far the biggest group, T3, included numerous categories of guest and more than 1000 people associated with the various IFs.

In addition to the car pool operated by ORTA, all Olympic teams were provided cars according to team size. The car fleet of 2200 vehicles operated by ORTA was less than half of the total official fleet across all Olympic groups.

ORTA's 6000 volunteer drivers and additional 3000 non-driving volunteers were counted among the 50 000 Olympic volunteers. Their recruitment was a SOCOG responsibility but ORTA embarked on its own recruitment drive, including a mainstream advertising campaign.

The volunteers were absolutely crucial for the transport outcome and ORTA's fleet section worked hard to keep them happy. Despite these efforts, an unforeseen drop-out rate and other problems left ORTA 600 volunteer drivers short. A public SOS accompanied a hastily organised recruitment morning at the Sydney Town Hall. The queue of would-be drivers seemed to stretch forever, and the numbers were found.

Movements in the City

Sydney Olympic Park would have the most spectators, but Sydney's CBD and its immediate surrounds would be the busiest area overall. A coordinated approach, led by OCA, was adopted for the planning and operations of all aspects of the City including transport, crowd management, entertainment and spectator amenities and facilities.

Central Sydney would host the biggest interaction of Games and non-Games activity, including the Torch Relay, the competition centre of Darling Harbour, the Olympic triathlons, parts of the marathons, Olympic Live Sites, transport interchange, visitor accommodation, Olympic Arts Festival events and other Olympic celebrations, and tourism, retail and other continuing daily business activity.

Estimates indicated at least an additional 400 000 people would visit the city every day of the Games, with much bigger

crowds for key events such as the Closing Ceremony. Increased activity was expected across the whole of the day, peaking around 4pm and routinely extending beyond midnight. Key challenges included management of massive pedestrian flows, the need to transport Olympic clients to and from more than 30 city hotels, and the maintenance of daily activities amid dramatically changed circumstances.

In conjunction with other transport agencies and key groups such as OCA, the City of Sydney and police, ORTA developed a special roads and transport strategy for the city – *Olympic City: Central Sydney Roads and Transport for the 2000 Games*. The plan operated for three weeks, from Wednesday 13 September to Tuesday 3 October two days before the Opening Ceremony to two days after the Closing Ceremony.

Reducing normal vehicle numbers in the city during the day was a key aim of the Olympic City plan. No vehicles were banned, but a general removal of on-street parking was considered essential to enable the city to function. The additional lane space created by the removal of parking was slated for a variety of uses, including better traffic flow, pedestrian movement, bus stops, taxi ranks, load zones and bus layover areas. Resident parking was protected, along with special arrangements for people with disabilities, and parking for medical and emergency purposes.

A network of lane and road closures was also considered necessary to accommodate the expected large increase in pedestrians. The closures were targeted at the key recreation and tourist area of Circular Quay and the Rocks, and the roads most likely to be used by spectators going to and from Darling Harbour. They operated on two basic levels: a day network from 5 am to 3 pm and a bigger network for larger night-time crowds from 3 pm to 5 am. An even bigger set of closures would operate on nights of major harbourside activity such as the Closing Ceremony.

All light deliveries, classified as involving vehicles of less than three tonnes, were restricted to 1 am to 10 am daily, with a

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12. The Olympic car fleet was the biggest ever used in Australia for a single event. The 2000 vehicles provided transport for more than 5000 staff, officials and athletes

13. Vince Adams, a volunteer, looks after the many sets of keys for the car fleet



13

TROY BENDECH/NEWSPIX

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NIC ELLIS/FAIRFAX

two-hour extension for fresh produce. Heavy vehicle deliveries were given a 1 am–7 am window. A special network of loading zones was established to assist deliveries.

A free city bus loop was designed to aid travel around the city, linking key locations such as railway stations and Olympic Live Sites, six areas developed by OCA to provide entertainment and free big-screen coverage of Olympic competition. The service operated from 9.30 am–1 am daily, with eight stops in each direction and buses running at about five-minute intervals.

ORTA and the taxi industry agreed the industry's priority area during the Games would be the city. ORTA created an expanded network of taxi ranks to facilitate this activity.

The Venues

The transport needs of Olympic venues are extensive. Athletes and team officials, technical officials, members of the media, spectators and workers need to be delivered to different set-down points. Special arrangements are required for taxis, hire cars, pedestrians, cyclists and people with disabilities.

Each venue is different, requiring measures tailored for specific competition dates, venue characteristics and capacities, and local road and transport conditions.

ORTA developed its venue transport plans throughout 1999 and right up until July 2000, in consultation with local councils, OCA, SOCOG, police and other key stakeholders.

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NEWSPIX

In addition to its experience with Royal Easter Shows from 1998, ORTA received some very practical venue experience through a series of SOCOG sports test events. The first of 42 events was the 1998 Sydney Harbour Regatta, held from 26 August to 1 October. Super Sunday in September 1999, one year out from the Games, combined a football grand final at Stadium Australia with SOCOG hockey, handball and archery events at Sydney Olympic Park. Events at the Equestrian Centre at Horsley Park and the Regatta Centre at Penrith tested transport to more distant venues.

Resources and Costs

The total cost of Olympic transport was more than A\$370 million. Of this, SOCOG provided A\$72.5 million for Olympic Family transport and A\$47.5 million towards spectator transport, and the NSW Government, through ORTA, about A\$260 million.

The final demand for staff was huge. In September 1997, ORTA had nine staff and in 1998 still only 40. Its numbers began to grow as the Games approached, increasing to 107 in September 1999 and 174 in March 2000. This was just the tip of the iceberg. There were 9000 transport volunteers, and 4500 bus drivers and increased rail staff. In total, ORTA accredited 19 403 people associated with transport for the Olympic Games.

Among its physical facilities, ORTA acquired and/or operated 197 separate sites, ranging from the 37 ha, 1000-bus Olympic Family depot at Regents Park to small bicycle storage areas.

14. At the Wonderland Park and Ride, spectators for the equestrian events wait for the buses to take them to the venue. Existing large-volume carparks in convenient locations were utilised to ensure spectators had reliable access to the venues

15. The M 4, leading to the Equestrian Centre, is blocked with Olympic traffic. The first day of competition was the only one which was marred by traffic snarls

One property need providing unique complexities and uncertainty was the issue of park and ride. No private parking was available at Olympic venues, but numbers of people needed to drive to connect with public transport to venues. A park and ride scheme was first trialled during the 1999 Royal Easter Show, when five sites operated in conjunction with the Sydney Olympic Park bus routes.

At Games-time, park and ride sites were needed for several categories. A total of 32 sites operated: nine on the Sydney Olympic Park bus routes, 10 for regional spectators, 10 for venues in western Sydney and three providing localised access to railway stations, and five sites solely for the workforce. Property acquisitions were undertaken by OCA on behalf of ORTA and OCA provided any necessary temporary overlay such as toilets, shelter, fencing, etc.

Command and Control

For ORTA, the Olympic Games began 13 days before the Opening Ceremony. Saturday 2 September 2000 signalled the start of transport for an estimated 22 000 athletes and officials. ORTA was required to transport athletes and team officials by bus to the Olympic Village via an accreditation centre at Sydney Olympic Park. Transport to training venues commenced the following day. On 5 September, official transport also began for an estimated 17 600 accredited media.

The Olympic Transport Operations Centre (TOO) was located at the RTA's Transport Management Centre (TMC) in the suburb of Eveleigh, immediately south of Sydney's CBD. The A\$30 million TMC opened about a year before the Games, included some of the world's most sophisticated transport management facilities.

While the RTA continued its core road management tasks in the TMC, ORTA coordinated Olympic transport from a special incident management room overlooking the control room. The TOC linked with a wide range of other centres, including the main Olympic command centre, Sydney's train control centre, the Common Domain Operations Centre at Sydney Olympic Park, and police.

An Olympic transport media unit drawing on staff from across government transport agencies also operated from the TMC. More than 10 staff a day were required to meet the huge media demand for information on Olympic transport, with a special website providing a real-time picture of transport activity. Venue Transport Managers coordinated transport services at each venue, supported by staff from the various transport operational areas and working closely with SOCOG venue staff.

At face value, the procurement of Australia's biggest bus fleet and recruitment of drivers had been successful. At the end of August, Bus 2000 reported more than 11000 drivers had expressed interest in participating and that it had secured all 3500 buses required.

Only 300 buses were expected to be needed on 2 September, growing to 500 on 5 September and 1000 on 11 September. On paper, it appeared to be a gradual and manageable



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increase. The biggest day of the first week was less than one-fifth of the size of the biggest days of the Games.

All of the planning and response capability was put to an early test. In early September, despite years of preparations, the provision of Olympic buses proved inadequate as athlete and other Olympic Family uses began. Bus driver accreditation processes failed, management and staffing structures at the Regents Park depot were deficient, and accommodation and meal arrangements for drivers were poor. There were not enough drivers, and the operation was in difficulties from the very beginning. The media was quickly awash with details of the operation's failures.

Senior ORTA staff were quickly diverted to the bus operation, and additional resources and skills were recruited through a process of headhunting key people to play new management roles. On 7 September, major changes to the management of the depot were announced, including more than 20 additional staff seconded from the State Government, and external appointments to new senior operational positions. Buses were diverted from other roles to the Olympic bus operation and Australian Defence Force staff were also seconded to the operation.

The organisational problems with the bus operation soon became industrial ones, as bus drivers became increasingly dissatisfied with the conditions under which they were expected to work. Negotiations with the Transport Workers Union addressed concerns over accommodation, meals and pay.

The bus crisis demonstrated the benefits of Government support for the Games, and the strengths of its transport agencies. On Tuesday 12 September, David Richmond, by then Director-General Sydney 2000, and Bob Leece, CEO ORTA, briefed Dr Jacques Rogge, Chairman of the IOC's Coordination Commission for Sydney, on the gravity of the bus position. Dr Rogge suggested that perhaps Sydney 2000 could recruit volunteer navigators to help at least with bus drivers finding their way.



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ANDREW MEARES/SYDNEY MORNING HERALD

16. The movement of 38 million passengers was continuously monitored from the RTA's Transport Management Centre and the Olympic Transport Operations Centre

17. The Olympic road events required extensive planning to keep city traffic flowing

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Subsequently, on Thursday 14 September, Games Coordination Group (GCOG) took a decision to seek 500 volunteer navigators to help the bus drivers. A special hotline was quickly established, the volunteers processed within 24 hours and on the job on Saturday 16 September. It was successful strategy and ORTA's post-Games analysis would recommend the use of such navigators to future host cities.

After 12 days of Olympic transport, the Games hadn't started, but the systemic bus problems had been slowly but surely fixed.

The Games Begin

A wave of great goodwill towards the Games was sweeping the community and the media. This positive community spirit was important for ORTA, because dramatic changes were about to be made to the city's daily transport arrangements. From Monday 11 September, Olympic transport arrangements would touch major sections of the general community. Most Olympic clearways and the Olympic lanes on Victoria Road began on 11 September; two days later, on-street parking in the city disappeared and the Olympic rail timetable began. ORTA needed community cooperation.

On the eve of the city and timetable changes, the media were invited into the TOC operations room to see the Olympic transport nerve centre. They prominently reported the wider Olympic transport initiatives and urged community support for the new transport arrangements. Substantial transport supplements, which had been developed in conjunction with ORTA, were published by major newspapers.

The Olympic timetables, routes and city plan got off to a good start and daily trips steadily increased. More than one million people travelled to Sydney Olympic Park on public transport

over the first six days of competition. Day 5, Wednesday 20 September, saw public transport passenger numbers pass 200 000 for the first time. Less than halfway through, the Games were already Sydney's biggest transport operation for a single event. The public perception was that there had been teething problems which had been overcome.

Despite the record crowds of the first six days, much bigger days were ahead; the biggest venue, Olympic Stadium, was not yet in use. That use started on Friday 22 September, and Sydney 2000 communications gave public warnings about possible difficulties, continuing the strategy of conditioning the public to follow official transport advice. By 10 am on that day, more than 152 800 people had arrived at Sydney Olympic Park and the site record of 203 900 people was broken by 1 pm. Total arrivals passed 300 000 for the first time before 5 pm and reached 357 000 at 6 pm.

Almost more amazing than the record numbers was the spirit of the arriving passengers – they routinely emerged from crowded trains and buses smiling, cheering and waving flags.

Transport agencies were elated with the outcome but could not afford to give that impression publicly. As extraordinary as the day had been, the following two days at Sydney Olympic Park would both be bigger, and the system still faced major tests.

The next day, Saturday, exceeded the Friday total, and Sunday was higher again. Public transport arrivals at Sydney Olympic Park for the three days were more than 1.18 million. The last week was one of continued pressure on the system, with passengers to Sydney Olympic Park averaging more than 340 000 a day.

The huge crowds at Sydney Olympic Park obscured the operation to transport spectators to other venues. The routes

18. In the lead-up to the Games additional bus drivers had to be recruited to meet the demands. At the same time 500 volunteer navigators were brought in to help the drivers find their way
19. Coaches designated to transport Olympic Family members await their passengers at Sydney Olympic Park

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ROGER SCOTT/SOCOG

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BOB PETERS/OLYMPIC COORDINATION AUTHORITY



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to 10 other venues outside Sydney Olympic Park stretched more than 60 km, from the Beach Volleyball Centre at Bondi Beach in Sydney's east to the Regatta Centre and the Whitewater Stadium at Penrith in the west, and posed significant transport challenges of their own. The venues used existing stations and facilities which were adapted for the Games but also continued their usual daily roles. Some other venues required travel by both train and bus.

More than one million people travelled to venues outside Sydney Olympic Park and Darling Harbour across the Games, requiring an average of more than 400 buses a day, and more than 800 on the biggest days. This was in addition to the massive use of buses for Olympic Family transport. The transport options generally worked well, particularly the park and ride facilities, which proved their value for events of this scale.

The Best Ever

As the second week of the Games unfolded, ORTA prepared for the night of the Closing Ceremony, long expected to be one of the biggest challenges of the whole Games.

The primary focus of transport activity was the city. With huge crowds expected around the Harbour for the closing fireworks, a major roads and transport plan was put in place. The CBD area toward Circular Quay was closed to traffic from 6 pm on Sunday to 3 am on Monday and some surrounding roadways, including four lanes of the Sydney Harbour Bridge, were also closed.

At the Closing Ceremony, IOC President Juan Antonio Samaranch declared the Games "the best ever". Transport had

played its part. Virtually every Sydney public transport record had been broken. A total of 4 662 250 people travelled to Sydney Olympic Park on the Olympic transport system over 19 days. The city crowds helped CityRail achieve a new ticket sales record: 465 892 tickets sold on the final day, eclipsing the 439 000 sold on the previous New Year's Eve.

It was not only public transport that recorded extraordinary usage. The total Olympic car fleet travelled about 23.6 million kilometres and used more than three million litres of fuel.

It had long been ORTA's ambition for transport to be as invisible as possible and for the Games to be remembered for sport. The view was based on the belief that if transport was talked about after the Games, it was almost likely to be for the wrong reasons. Nevertheless, the local and international recognition of the success of transport for the Games was very welcome. The transport performance was seen as consistent with the hugely successful organisation of the Games as a whole.



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20. Despite waiting periods, the crowds were good-humoured and generally impressed with the efficiency of the Olympic transport system

21. ORTA volunteers are on road duty outside the Entertainment Centre





VOLUNTEERS

Volunteers contributed to the Sydney 2000 Olympic Games since the first days of the Bid Committee, providing invaluable assistance to staff in many areas. When Sydney won the right to host the Games, SOCOG received thousands of letters from people throughout Australia and overseas wanting to volunteer. This was in addition to the many thousands who had already expressed interest in volunteering during the Bid period.

The volunteers were vital to the success of the Games. It is an Olympic tradition for organising committees to use volunteers, partly for budgetary reasons but more importantly to allow people in the host community to feel they are participating in and contributing to the Games. For the crowds who came to Sydney from around the world, the volunteers were 'the face of the Sydney Games'.

Recruitment, training, communication, recognition and management of volunteers was a SOCOG responsibility and a Volunteer Services Program was established in May 1996. Because of the scale and specific needs involved, Olympic Roads and Transport Authority (ORTA) also undertook a managed volunteer training program and supplemented SOCOG's recruitment program with some special initiatives targeting volunteer drivers.

Early planning was based on anticipated need for 40 000 volunteers, and the eventual confirmed number was 46 967. Finding and preparing this special workforce was a massive undertaking, assisted by relationships that SOCOG developed with Australia's volunteering community, which had a strong interest in the Games and the legacies for volunteering from this event. Many community-based organisations supported the recruitment of volunteers and provided invaluable advice on how to conduct the Program. From November 1997 this happened largely through the Volunteers 2000 Advisory Committee, which included representatives of high-profile community and service organisations and interest groups.

Within SOCOG, the Volunteer Services Program provided a central unit to assist other program areas to define their volunteer needs, jobs, time commitments, skills and management requirements. This was a crucial service as many SOCOG staff had not previously worked with or managed volunteers.

A key element in the process was the recruitment of a core group of 500 volunteers, known as Pioneer Volunteers, between November 1996 and mid-1997. They assisted with Games preparation, test events, venue tours, and delivered speeches to many community organisations to promote the Games and volunteering for the Games. The Pioneer Volunteers contributed more than 160 000 hours of their time, not including Games-time, an average of 1000 hours per week.

The *Pioneer Post* newsletter, first published in late 1996, was distributed to all Pioneers monthly, keeping them in touch with preparations for the Games and maintaining their interest and motivation. Other recognition was a certificate welcoming them to the Pioneer team and a special commemorative Pioneer Volunteer pin set.

The 46 967 Games-time volunteers were divided into two main categories:

- Specialist Volunteers: those who were appointed to a role based on specific skills, e.g. a language, medical qualification, technical knowledge of the field of play of a particular sport.
- General Volunteers: those with a strong commitment to service who worked in roles with spectator services, transport, community information, etc.

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1. A triumphant end to the success story of the Games: 50 000 volunteers parade through the streets of Sydney
2. Spectator Services volunteers were posted around Sydney Olympic Park to help visitors find their way



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TONY LEWIS/SPORT

3





In September 1997 recruitment for specialist volunteers began by calling for support from suitable organisations; e.g. medical, ethnic, emergency services and sporting associations. An information session was held for representatives, allowing SOCOG contact with key people in these organisations and building important relationships. A community launch took place on 9 October 1998, with subsequent community information sessions on the volunteer roles available and the commitment required. These were held in every capital city and a number of larger regional cities during the week 12–16 October 1998. A volunteer supplement published in NSW and Victorian newspapers gave the wider community similar detailed information.

During October, a Registration of Interest form was inserted in national and capital city newspapers across Australia for people to register their interest in becoming either a specialist or a general volunteer. In just two weeks 41 000 Australians registered their interest, 35 000 for general roles and 6000 for specialist roles. Volunteers 2000 Applications were distributed to them in November to collect the information needed to assess their suitability. The Application included an information booklet with details regarding the volunteer program to be kept by applicants for ongoing reference.



Applications were also distributed to the community and to volunteering organisations which had expressed their support for providing specialist volunteers. In all, 75 000 applications were received. Around 60 per cent were from people up to 55 years of age. As would be expected, around 78 per cent were from NSW, the Olympic State. Interviews commenced in early 1999, and Games-time job offering commenced in October 1999.

Volunteer Recruitment Statistics

Applications received:	75 000
Age Ranges	18–24 years 24 per cent
	25–34 years 18 per cent
	45–54 years 18 per cent
	55 years + 22 per cent
Gender	Female 53 per cent
	Male 47 per cent

Approximately 500 skilled university students assisted in conducting volunteer interviews. This was very successful as it made one-to-one interviews possible with many applicants, significantly reducing the pressure on SOCOG staff to conduct the interviews. It also provided the students with a very useful learning experience.

All volunteers were given the opportunity to indicate their three job and venue preferences when completing the Application. SOCOG endeavored where possible to assign volunteers to roles and venues of their first preference, however, some roles and venues were more popular than others. In approximately 30 per cent of cases volunteers were assigned to their second or third preferences.

While volunteers are not paid, there are costs inevitably associated with providing uniforms, training and essential support, such as meals etc. These were estimated at A\$700 for each volunteer.





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JACKY GHOSSEIN/THE SYDNEY MORNING HERALD

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3. The Volunteer 2000 Program was launched in October 1998. SOCOG held community information sessions in all major Australian cities, calling for 25 000 community volunteers and a further 25 000 for specialist roles
4. About 500 Pioneer Volunteers gave their services to help SOCOG in various areas of its pre-Games work
5. Ralph and Dot, Pioneer Volunteers, are busy at work in the Volunteer Hive at SOCOG's headquarters
6. Volunteers prepare for their work at the Royal Easter Show in 1998
7. Many volunteers served in specific Games-time roles, including jobs in hospitality, language and medical services or, as here, to take part in the operations at a venue results room

Training for the Games consisted of orientation training, job specific training and venue training for all volunteers, and event leadership training for all staff including many volunteers, supervising members of the Games workforce. Provision of training on this scale was a huge investment but it paid off in the quality of services the volunteers could provide and their enhanced motivation to contribute to a successful Games. Most training was done just in time, resulting in one million hours of training being delivered in the three months prior to the Games. Volunteers were required to work a minimum of 10 eight-hour shifts during the Games. However, some ended up working more than 20 shifts.

and various items such as pins, shirts and medallions. Prizes of a number of motor vehicles and trips to Lausanne formed part of a competition, eligibility for which related to the number of work days performed by each volunteer.

The street parade was the longest ever seen in Sydney and as NSW Premier Bob Carr said, "It takes a lot to steal the limelight from some of the world's greatest athletes, but our volunteers have done it. The fantastic effort and the friendliness of the volunteer corps have been a high point of the 2000 Olympics."

The motivation was evident in the turnout. Approximately four per cent of Sydney 2000 volunteers did not turn up for work during the Games, an extremely low attrition rate for an event of this magnitude. Two weeks prior to the Games Spectator Services needed more volunteers for its Mobile Operation Support Team and ORTA needed 500 navigators to assist bus drivers who were not familiar with Sydney. This resulted in a rush of last-minute processing and some volunteers never being captured on SOCOG's official database.

Their outstanding performance was recognised by the IOC President who took a spontaneous stroll along Olympic Boulevard to congratulate some of the hard-working volunteers. At the conclusion of the Games he said, "They were the best, very well prepared, they always knew what to do. They have been, with the athletes, the most important part of these Olympics." Dubbed the greatest success story of the Games, their commitment and skills were complemented by their warmth, positive attitude and patience. They assumed responsibility for the success of the Games.

SOCOG, the NSW Government and Games sponsors recognised their contribution with a certificate of appreciation, a watch, tickets to an athletics session or Opening Ceremony rehearsal, additional transport entitlements, a street parade through Sydney, and a barbecue and concert after the Games,



7

CHARLES BUTCHER/SOCOG





THE URBAN DOMAIN

The Context

The success of an Olympic Games is not measured solely from the performance of Games venues and events, but also from experiences including the festive atmosphere, access, ease of movement, security and urban amenity, as perceived by both visitors and residents of the host city. Indeed no other event impacts on a city more than the Games and preparing for such impacts must be part of Games planning.

In early 1998 Olympic Co-ordination Authority (OCA) began to examine these aspects and focus on what became known as urban domain planning. This related to the areas outside venues where the huge demands of the Olympic Games meant that alternative arrangements were necessary in certain circumstances. Evaluation of previous Games indicated that problems detracting from the success of the event had often been outside the sporting competition and venues, and outside the management responsibility of the Organising Committee for the Olympic Games (OCOG).

This was particularly the case where city administrators or government authorities had not participated in Games planning, where there was a lack of clear roles, responsibilities and authorities, and inadequate communication and/or coordination. For the Sydney Games, OCA, in partnership with Olympic Roads and Transport Authority (ORTA), SOCOG, the City of Sydney and other agencies, coordinated a whole-of-government response to identified urban domain issues.

With large numbers of local residents on holidays, schools, universities and colleges were on vacation throughout Australia and some 1.5 million overseas, regional and interstate visitors in the Sydney region, there would be impacts throughout the greater metropolitan area. Central Sydney would fulfil its traditional role as a gathering place before and after Olympic competition events. The night of the Closing Ceremony, celebrated with harbourside fireworks, was expected to attract more than one million people to the city.

The performance of the infrastructure, services and systems that support and maintain the broader urban environment would be critical to the result. All levels of government and the private sector would need to plan carefully for the Games period to achieve the success desired.

Urban Domain Planning

The term 'urban domain' was adopted to describe all the areas of metropolitan Sydney which would be affected by the conduct of the Olympic Games, or which would affect the conduct of the Games. The formally accepted definition was:

Areas of impact surrounding the venues and common domain in which the normal day to day management arrangements of state and local government agencies will not be sufficient to deal with the anticipated Games impacts and issues.

The objective of urban domain planning was to maximise the 'Sydney Olympic experience' for residents, business and visitors by planning and coordinating the interaction between the Games and the city, to ensure that operations of each were synergistic and complementary. The process would result in plans to manage the interaction of the Games and the city and minimise any adverse impacts while ensuring a festival atmosphere.

Management responsibility of the urban domain was shared between SOCOG, Sydney Paralympic Organising Committee (SPOC), ORTA, Olympic Security Command Centre (OSCC) and OCA. These agencies were supported by federal, state and local government agencies which, under legislation and inter-governmental agreements, had responsibilities that were fundamental to the success of the Games.

OCA was the lead agency for coordinating operational planning and the provision of infrastructure within the urban domain through a three-tier management structure comprising an executive group of CEOs of the Olympic agencies with representatives of the City of Sydney and local government, chaired by the Director-General, OCA and supported by a secretariat and precinct teams and working parties to identify issues and develop coordinated responses.

All agencies undertook their operational planning within approved urban domain policies and concepts. In general terms, OCA was responsible for overall coordination and for matters relating to operating plans, procurement of sites,



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EZRA SHAWALLSPORT

The Urban Domain

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JASON SOUTH/THE AGE

1. With Sydney's festive atmosphere, Games enthusiasts made the most of their Olympic experience
2. Waking to another day of the Games: the Martin Place Live Site before the crowds roll up
3. Customs Square, a Sydney landmark and part of the Circular Quay Live Site, was redeveloped before the Games



temporary and portable facilities, statutory approvals, liaison with federal and state government departments and local government agencies, and budgetary control.

SOCOG was responsible for competition and non-competition venue operations, torch relay operations, and Olympic Arts Festivals. ORTA was responsible for all Olympic transport, transport matters, traffic, transport and pedestrian management, transport terminals and operational support venues.

OSCC was responsible for security for all Olympic venues, routes and transport terminals, community policing, dignitary protection and emergency management. Local government agencies were responsible for continuity of existing services, urban amenity, food inspections and environmental health, local area torch relay operations and community celebrations.

Urban Domain Places

The Games generated large crowds of people in various locations throughout Sydney, many not normally equipped to accommodate such numbers. The urban domain task was to make these locations safe and convenient, and to ensure that they contributed to a positive and celebratory Games experience. Urban domain places included:

- transport corridors
- transport nodes, including Olympic transport interchanges, regional rail interchanges, park and ride sites, ferry terminals and media transport interchanges
- pedestrian routes particularly between venues and transport terminals
- controlled local areas – suburban areas where the Games' activity necessitated management controls such as accredited access schemes, parking permit schemes and road closures
- torch relay corridors
- torch relay celebration sites
- community celebration sites
- Olympic Live sites
- harbour events viewing areas.

Some of these required the installation of temporary overlay such as temporary structures and fencing, the 'Look', wayfinding, toilets, lighting and services such as waste management, security, parking control, merchandise concessions and information.

Because other parties had responsibilities and interests in the areas affected by these developments, regular consultation meetings were conducted with each local government area, complemented by meetings with the Olympic Mayors Group, a forum initiated by the Lord Mayor of the City of Sydney. Community consultation was undertaken through existing forums for each local government agency. Business consultation was undertaken in forums organised by OCA, ORTA and the Olympic Commerce Centre with assistance from the Australian Retailers Association and other business and professional associations.

During the Games, urban domain management was conducted on a precinct basis. The Sydney East and Sydney West precincts reported as necessary to the Main Operations

Centre (MOC) or the TOC and the Sydney Olympic Park precinct reported to Common Domain Operations Centre (CDOC). Because of the complexity of its operations, central Sydney had a dedicated Command Centre.

Issues and Impacts

The vastness of the urban domain in a large city brought into play many issues which had to be resolved by the precinct teams. These ranged from obvious traffic and noise issues associated with major events to community access, the needs of special groups, waste management and other environmental matters, additional services and amenities, and retail and commercial issues. Several of these raised particular issues in the Sydney context.

Social Issues

The responsibility for the management of social impacts in the city was shared between many agencies, including government and non-government agencies, authorities, landowners and operators. Issues of concern in the urban domain included homelessness, prostitution, begging, drugs, rent levels and childcare.

The Government's strategy to manage Olympic-related social impacts had commenced shortly after Sydney was selected as host city for the Games. In 1996 OCA established the Social Impacts Advisory Committee (SIAC) to provide advice and recommendations. A considerable amount of work was undertaken to plan for, and manage, identified possible social impacts of the Games.

Commercial Impacts

The extent of road closures and changed pedestrian flows, and the operation of large Olympic Live sites, inevitably impacted upon some businesses and required a managed approach by the responsible agencies.

Where there was an indirect impact on individuals or business groups, policies and processes were adopted to promote adaptive behaviour and limit risk. These included consultation with community and businesses in the development of all operational plans that minimised negative impacts, encouraging rational decisions by businesses, introducing limited duration legislation to supplement existing powers during the Games and having a 'no compensation' policy for the impact of the Games events and operations on business and community groups.

Where additional services had to be provided by local or state government agencies, OCA negotiated individual agreements with the agency or council for delivering and of funding these services.

Street Selling

In previous Olympic host cities, temporary commercial activity on the streets created problems both operational and visual. The regulation of these activities is a normal part of the operation of the city and required special attention in the Games period.



DARLING HARBOUR FORESHORE AUTHORITY



TANYA KOOREY/CITY OF SYDNEY ARCHIVES

4. Games revelers party at Darling Harbour.

5. While normal street vending activities continued during the Games, temporary commercial stands were strictly regulated

The urban domain planning process provided for two types of selling:

- Concessions – temporary retail operations in a fixed location authorised by an Olympic agency to provide a necessary service and
- Vending – approved temporary retail operations in a fixed location in an area not managed by an Olympic Agency.

Generally, concessions were limited to appropriate urban domain places, including existing concessions at transport points.

OCA, ORTA and local councils developed plans for the control of street vending at transport nodes, pedestrian corridors to venues, and areas immediately outside venues. Local government authorities were responsible for developing appropriate local policies and endorsement processes for other urban domain areas.

The *Olympic Arrangements Act* provided increased powers during the Games period to respond quickly to any unlicensed activity.

The Precincts

The urban domain was divided into four precincts. The boundaries of these precincts were selected to suit the operational arrangements of key Olympic agencies.

Sydney Olympic Park Precinct

Sydney Olympic Park precinct encompassed the 12 local government areas most directly affected by the operation of Sydney Olympic Park, including a large number of Games venues and facilities outside Sydney Olympic Park.

The key issues in this precinct related primarily to transport, but also included air space control, waste management, security, waterways management, social impacts and commercial impacts on many businesses carrying out daily activities during the Games period including, of course, some key citywide functions such as the supply and distribution of milk.

Sydney East Precinct

The Sydney East precinct took in 16 local government areas and included a significant number of Games venues and facilities. The key issues in this precinct related to community concerns about the temporary venues for beach volleyball and sailing, the impacts of the road cycling event, Olympic transport operations, the environment, and commercial impacts. Particular concerns had to be addressed in relation to resident access to shopping, parking, and, on some days, access to and from their residences.

Sydney West Precinct

The Sydney West precinct took in 13 local government areas and included Western Sydney Games venues and facilities. The key issues in this precinct related to transport, security, environment (the hazard reduction burning usually conducted in Sydney's Blue Mountains in September creates smoke pollution), environmental health (mosquitos), and impacts on business and residential access for daily activities. A particular issue was the overall management of water quality in the wider catchment area and the rowing and canoe courses.

Central Sydney Precinct

The Central Sydney precinct is covered in the next section.

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6. Relaxation amid Olympic action: warm weather made Bondi Beach popular during the Games

7. The Olympic road events took particular planning, as local governments needed to be informed and educated about the impact of the competition on their community



DEAN SEWELL/OCULI



MARK DABSWELL/ALLSPORT







THE CITY

In assessing the reasons for the success of the Olympic Games in Sydney, IOC President Juan Antonio Samaranch made special reference to the Central Sydney planning. This greatly enhanced the atmosphere of the event, and was unique to date in the history of the Games. US athlete Michael Johnson described Sydney as the 'Party Games', a view that was widely held by the millions of people who flocked to central Sydney to enjoy the amenities and festivities on offer to supplement the Olympic Games experience.

The Concept

The object of Sydney 2000's planning processes for the city's CBD was to create an Olympic atmosphere away from the venues in places that are traditional points of congregation for celebrations.

Central Sydney was the primary focus of public celebration, and the interface between the Australian public and international visitors during the Olympic Games. It was reasoned that people would be in these places anyway, so they should be given something to enjoy and remember the experience by while they were there.

The success of the festivities in Central Sydney was no accident. The demand was anticipated, and the infrastructure and operational arrangements were the result of a carefully planned project involving a very large number of organisations and agencies, led by Olympic Co-ordination Authority (OCA).

The aims and objectives of the Central Sydney concept were to:

- enhance the Sydney Olympic experience
- manage the interaction of the Games and the City and minimise any adverse impacts
- balance the interests of residents, businesses and visitors
- contribute to a positive image of Australia
- meet the city's obligations to the Games
- maximise the legacy from the Games to the community and
- ensure a festive atmosphere during the Games period.

Evaluation of past Summer Games indicated that a successful Games was increasingly influenced by qualities of the broader urban environment including atmosphere, easy movement, safety and good facilities and services. The quality of these experiences is primarily determined by the performance of a city's infrastructure, the services and systems that support and maintain the broader urban environment.

The introduction of a focus on urban domain planning for the Sydney Games recognised the fact that the Games venues and events operate not in isolation but within the broader urban

environment. It acknowledged the necessity to coordinate and manage the delivery of urban systems and services that support this environment as part of the delivery of the Games.

At Games-time Sydney's CBD provided a mix of Games competition venues, spectator transport hubs and hospitality centres while still providing all the functions of normal times.

The Central Sydney urban domain precinct is a high-density business, retail, government, entertainment and residential district with an average daily population of 500 000 people. It is a primary tourist destination, incorporating cultural institutions, attractions and numerous hotels.

Major civic buildings, historical areas, significant areas of parkland, substantial Harbour frontage and important icons, including the Sydney Opera House and Sydney Harbour Bridge, are located within the precinct. It has major public transport interchanges for rail, bus and ferry, and is the focus of the regional road system.

A number of Games-specific activities also occurred in the CBD. For instance, Darling Harbour on the City's western edge was the site of six Olympic sports and was the second largest Olympic precinct. The torch relay passed through the City on the night before the Games and was greeted by a massive celebration. A huge celebration, the largest crowd in Sydney history, was also held in the city on the night of the Closing Ceremony.

Additional Games venues and facilities included: 15 Olympic Arts Festival venues, the triathlon venue Sydney Opera House,

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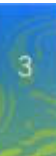


1. The Martin Place Olympic Live Site was one of six city sites providing Olympic television coverage on 4.8 x 6.4 m screens which could be watched from as far as 144 m away
2. The debut of women's triathlon in the Olympic Games attracted an unprecedented number of spectators to the streets of central Sydney to soak in the unique atmosphere



2

GRAHAM EDWARDS/CITY OF SYDNEY ARCHIVES



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Sydney Harbour, Royal Botanic Gardens, and city streets, Olympic and Paralympic Family hotels, media and Sponsor hotels, hotel ships, Olympic Roads and Transport Authority (ORTA) Fleet Operations Centre and media interchange, sponsor and special event hospitality centres, sponsor showcasing facilities, Sydney Media Centre for unaccredited media, Games ticket outlets, most of the Games operations and command centres, and six Olympic Live Sites.

In managing the city during this time the, aim was to ensure that the massive crowds all these various activities would attract, would enjoy themselves and soak up the Olympic atmosphere in a manner that was both safe and fun. To avoid the people-jams and other problems that have faced previous Olympic Cities, strategies to manage the huge crowds expected in Sydney's CBD were put in place as part of the urban domain planning process.

3. With almost 100 000 blooming plants in 930 planter boxes, the Olympic city was bursting with colour
4. Sydney launched a City Improvements Program to enhance its appearance. Construction sites were camouflaged with Olympic-related billboards during the Games

These strategies included:

- the establishment of key sites around the CBD at which people could enjoy the spirit of the Games, view a live broadcast of events, find out information, and watch a variety of other entertainment
- the need for a reduction during the Games of normal daily vehicles moving through the CBD (and the introduction of special kerbside parking restrictions)
- the introduction of 24-hour public transport
- extended trading hours for retailers and food courts
- controlled goods-delivery times and
- the establishment of special pedestrian corridors.

The principal element of this project was the six Olympic Live Sites, strategically placed around the city. Each featured a large video screen showing Channel 7's Olympic broadcast, a live entertainment program, food and beverage concessions and information booths. Supporting programs included Games

Look, special events and activities, and special operational arrangements, particularly those relating to traffic and transport and waste management. Planning for the Central Sydney area was an outstanding success and ensured that despite very large crowds converging on the city centre every day of the Games only minor incidents occurred.

The cumulative baseload of people in the city from 13 September to 5 October was 8.4 million people. Over the same period the actual Olympic impact was estimated to be 8.7 million people. Generally the crowds spread across the day as anticipated, avoiding significant crowding. It was observed that the afternoon and evening period was relatively busier than mornings, and weekends were busier than weekdays.

The most significant crowd in the Central Sydney area occurred on the night of the Closing Ceremony 1 October with an estimated 1.5 million people joining the celebrations – half a million more than anticipated. As expected, there were significant crowds on the night of the torch relay arrival 14 September, the triathlon days 16 and 17 September, and the day of the Australian Team Parade 3 October. The crowd on the Opening Ceremony night was also a little larger than anticipated. A further large crowd accompanied the Volunteers Parade on 5 October.

Operational Coordination

Due to the disparate nature of the CBD area, many different groups had stakes in ensuring it ran correctly during the Games, including local, state and federal government agencies and authorities, all Olympic organisations, infrastructure service providers and corporate businesses.

OCA was tasked with coordinating the operations of the City through the Central Sydney Command Centre (CSCC) with



EVA RODRIGUEZ-RESTRINA / CITY OF SYDNEY ARCHIVES



GRAHAM EDWARDS/CITY OF SYDNEY ARCHIVES

assistance from SOCOG, ORTA, Olympic Security Command Centre (OSCC), other Olympic agencies and the Council of the City of Sydney.

The CSCC was set up on Level 23 of Governor Macquarie Tower. It networked effectively with all other command centres, particularly the two major ones, Police (OPRO) and Transport (TC). Other agencies present in the CSCC were the City of Sydney (CoS) and ORTA. Having a CoS presence in the Command Centre proved to be a huge benefit. It expedited the solution of problems and ensured services were provided as required. Vision from the CoS cameras located at the Olympic Live Sites at Martin Place, Circular Quay and Belmore Park was most advantageous. In particular, it assisted with verifying crowd numbers and movement, weather conditions and activities on-site.

A core staff of 32 planned and undertook the overall management of the Central Sydney programs. The core staff was supplemented by venue managers, event coordinators, stage managers, assistant stage managers, screen operators, concession supervisors, reassigned public servants, and contractors who worked on the Olympic Live Sites and other special programs. Due to the short lead time for sourcing staff, and the expertise required, venue managers, event coordinators, stage managers and assistant stage managers were sought through entertainment industry networks.

The *Olympic Arrangements Act 2000* gave authority to OCA to move people on immediately, and operated across all city sites. However, it was a painstaking process to accurately define the areas over which OCA wanted to invoke the legislation in accordance with the *Olympic Arrangements Act*. It is recommended that if such legislation is required for large events in the city in the future, a simplified form be adopted. All ranger personnel, City of Sydney, Sydney Harbour Foreshores Authority and Darling Harbour Authority, were authorised officers under the *Olympic Arrangements Act*. In the end there were very few incidents where the legislation was used, as illegal hawking and vending was almost non-existent; however, there were some signage and ambush protection issues in the precinct.

There was no Olympic precedent to assist in the development of the budget for the Central Sydney program. A benchmark costing based on an analysis of equivalent events in Sydney in recent years suggested a budget of A\$165 million, might be required. Funding of A\$32.7 million was approved for the project, however. This was supplemented by sponsorship and concessions revenue estimated at A\$7.9 million, providing a total working budget of A\$40.6 million.

ORTA was lead agency for the planning and management of traffic, transport and pedestrians. The Central Sydney traffic and transport plan introduced significant Olympic-related vehicles to the City, approximately 2000 cars and 1000 coaches. In addition it supported a working City with significant business activity.

Key elements of the traffic network plan included: traffic restrictions (removal of on-street parking); road and lane closures (to provide additional space for pedestrians, and for



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EVA RODRIGUEZ-RIESTRACY OF SYDNEY ARCHIVES

road events); overnight deliveries (generally restricted from 1 am to 10 am); access permits (providing residential and business access to areas with road closures); temporary signage (for traffic and pedestrians); city bus loop (providing free access between Central Railway Station and Circular Quay); and additional taxi ranks to enhance the use of taxis.

Support Facilities

In order for the City to function smoothly during the Games and to handle the huge crowds that would descend upon it, a number of basic infrastructure measures needed to be put in place. While OCA oversaw many of these infrastructure developments, the Council of the City of Sydney was instrumental in providing basic services and upgraded community amenities.

Approximately A\$300 million was spent between 1994 and 2000 on a range of city improvement measures aimed both at providing new infrastructure and amenities and at 'sprucing up' the look of the City in time for the Games.

City improvements undertaken by the Council of the City of Sydney included: widening and re-paving footpaths; new street lighting; planting trees; rebuilding of Railway Square, the major transport hub at the southern end of the city which includes Central Railway Station, a major bus interchange and the light rail terminus; new street furniture such as bus shelters, automated public toilets, fruit and flower stalls, emergency videophones and public seating; new security cameras; new banner poles from which the Olympic Look was flown; refurbishing the 153-year-old Customs House; creation of a new public square; improvements to public parks and the construction of two new recreation centres.

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COL TINKLER/CITY OF SYDNEY ARCHIVES



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STEVE SYCZCITY OF SYDNEY ARCHIVES

5 to 7. Throughout the city, a diverse range of performing artists entertained the crowds. Performers near Circular Quay and in Belmore Park were part of the Live Site program, while buskers in squares and parks also added to the atmosphere of a city in celebration

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8. Darling Harbour, a popular site for Olympic revelers, was dressed up for the occasion with spectacular flower arrangements

9. Pyrmont Park's Olympic Live Site entertained crowds from 14 September, the arrival of the Olympic torch, until 3 October, two days after the Closing Ceremony.

Throughout the days and until late at night, locals and visitors gathered on the grass to watch the Olympic coverage



GRAHAM EDWARDS/
CITY OF SYDNEY ARCHIVES

The council was also responsible for providing cleaning and waste management services on an enhanced basis above their normal service levels throughout the CBD during the period of the Games.

OCA was responsible for overseeing the provision of support infrastructure and services to aid Games-time operations in the city. The installation of additional services, such as plumbing, sewerage, water and power supply, which were required for the operation of the Olympic Live Sites, commenced in June 2000. The bump-in of infrastructure commenced in late August, with the Panasonic screens being the first element. The bump-in was staggered across the sites, with the busiest locations, Circular Quay and Martin Place, being the last.

In addition to the temporary toilet blocks at the Olympic Live Sites, OCA installed 29 toilet blocks and six disabled access toilet blocks in other city locations. This was supplemented by seven toilet blocks and two disabled access toilet blocks. A further 300 portable toilets were provided by the two organisations for use on Closing Night.

Initiatives and Events

Olympic Live Sites

Six Olympic Live Sites were the centrepiece of the Central Sydney program. These gathering places were strategically placed around the city to provide a choice of destinations, encourage circulation, and assist with crowd management. The sites, which were established in traditional communal gathering places, contained large video screens which showed a direct feed of the Australian rightsholder's telecast of the Games. The Olympic Live Sites were also themed, with a

number of entertainment activities occurring throughout the day. A variety of food and beverage concessions including alcohol concessions in five of the sites were also set up. The food outlets provided a diverse range of fast-food choices. Each site also contained a GamesInfo booth which made available information on the Olympic Live entertainment program, the Olympic Games, transport services, city services and tourist activities. In general the Olympic Live Sites were open from around 8am until approximately midnight.

The Olympic Live Sites created a dynamic party atmosphere in the city and attracted large audiences, often exceeding expectations, throughout the day and well into the evening. The Sites engendered a sustained sense of community never seen or experienced before in Sydney. The range and quality of the entertainment surpassed any free public event held in Australia previously.

The Olympic Live Sites encouraged people to go into and remain in the City, extending their day and the Olympic experience and spreading the crowds throughout the City. The 30 sq m video screens with live Olympic coverage proved to be the strongest drawcard at each Site, particularly for the finals. They attracted a large, broad-based group of people from around the world, creating a strong sense of community.

In excess of 1.5 million people patronised the six Olympic Live Sites during the Games. The largest crowds gathered at the Domain site for the concerts there. The Torch Welcome Night Concert, Neil Finn and Paul Kelly, and the Closing Night Curtain Call Celebration concert, each attracted approximately 100 000 spectators. Fifty thousand people attended the children's concert in the Domain.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

Circular Quay (Circus Theme)

The Circular Quay area, located adjacent to Sydney's Opera House and historic Rocks district, right on Sydney Harbour, is the place where Sydneysiders traditionally congregate for major events such as the annual New Year's Eve fireworks over the Harbour – and for the announcement of Sydney's successful Olympic Bid.

The Circular Quay Olympic Live Site featured Australia's best contemporary circus acts and trapeze artists. The two video screens installed at Circular Quay proved to be extremely popular with the public, particularly in the evenings when the Olympic finals were generally run. At the conclusion of the live Olympic broadcast each evening, from 20 to 30 September, the eminent physical theatre group, Legs on the Wall, performed their spectacular work 'Homelands', off the wall of the 25-storey AMP Building. This drew large crowds of people to Customs House Square to view the 20-minute performance, and was one of the major highlights of the Olympic Live entertainment program.

Martin Place (Club Theme)

Martin Place in the middle of Sydney's business heart is where Sydney's office workers go to eat their lunch. It contains an amphitheatre where workers can enjoy lunchtime entertainment provided by the city council.

Martin Place proved to be one of the most popular sites during the Games. The amphitheatre between Pitt and Castlereagh Streets featured music, comedy and cabaret between 12 noon and midnight each day. Roy & HG's satirical program *The Dream* on Channel 7 developed a cult following during the Games and attracted large audiences each evening to the Martin Place screen.

The Domain (Centre Stage Theme)

The Domain is a large open green space located next to Sydney's Royal Botanic Gardens and is the home of a series of outdoor summer concerts which each year attract crowds of over 100 000 people.

During the Olympic Games the Domain provided the setting for seven major concerts in addition to operating each day as an Olympic Live Site. The concerts, which featured major Australian artists in each music genre, were linked with significant Olympic events:

- Thursday 14 September Torch Welcome Night
Contemporary Australian Artists
- Saturday 16 September after women's triathlon
Sydney Symphony Orchestra
- Sunday 17 September after men's triathlon
Country Music Spectacular
- Saturday 23 September Super Saturday
Neil Finn Concert featuring Paul Kelly
- Sunday 24 September after women's marathon
Kids Domain
- Saturday 30 September Swing Jazz
- Sunday 1 October Closing Night
Curtain Call Celebration Concert



10

NICK LAHAM/SPORT

Belmore Park (J Gigs – Jazz and Youth Concerts)

Belmore Park, located next to Central Railway Station, was a major overflow gathering place for Olympic crowds accessing Games-time public transport.

Belmore Park was the home of jazz, and also provided a series of concerts by emerging bands presented in conjunction with national youth radio broadcaster Triple J. This thoroughfare park provided a relaxed stopover point for commuters who wanted to catch the latest sporting news or hear a little music.

Tumbalong Park (World Music)

Tumbalong Park is located at Darling Harbour adjacent to the Sydney Convention and Exhibition Centre, the venue for five Olympic sports. Tumbalong Park is often used for light entertainment and concerts including the annual Australia Day concert.

Olympic Live entertainment, consisting of World Music, performed by local bands of ethnic and indigenous origin, was presented at lunchtime and the late evening.

Pymont Bay Park (Performance Art)

Pymont Bay Park is located on the urban fringe of Sydney's CBD next to the Star City Casino. Entertainment here featured four physical theatre groups over the Games period. The video-screen coverage of sporting events, particularly finals, was popular each evening, and was enhanced by the fireworks of Star City and the Sydney Skyline Spectacular.



11

TANYA KOOREY/CITY OF SYDNEY ARCHIVES

10. City workers catch up on the Olympic action during their lunch break in Martin Place

11. A trapeze artist performs at the Circular Quay Live Site. The performers coordinated their show with the television coverage, swinging into action as soon as the excitement on screen ebbed off

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12. A meeting of icons:
giant Olympic rings
illuminated Sydney's
Harbour Bridge during
the Games

Street Theatre

Street theatre performers were engaged for each Olympic Live Site and were also used in a crowd and queue management role at transport hubs.

Sponsor Showcasing Facilities

A number of Olympic sponsors set up showcasing facilities in public locations that helped contribute to the Olympic celebratory atmosphere. These included: the IBM Surf Shack at Darling Harbour, the Mobile IBM Surf Shack on nominated days at the Domain, Coca-Cola pin trading at Darling Harbour, with supplementary venues at Belmore Park and Circular Quay West, Cadbury chocolate carving at Circular Quay, Nike

entertainment facility on nominated days in the outer Domain, UPS Aqua Spectacular each evening at Darling Harbour, Swatch clocks at a number of locations, Kodak mobile vending at Olympic Live Sites and UPS pin distribution at GamesInfo booths.

Banners and Floral Displays

The Look installations used in Central Sydney were part of the Look of the Games developed by SOCOG. Some 2500 banners were installed in Central Sydney. Generally these were Sydney Blue in colour. The banners installed within the Olympic Live Sites were rubine in colour. Special white banners with the Olympic rings were installed in key civic locations. Logos of sponsors that had supported the Central Sydney program were placed on one-third of the banners.

The City of Sydney placed 930 containers of flowers around the city during the Olympic Games. Colours were selected in accordance with the colour palette of the Look of the Games. Each container was one metre square and contained 25 pots each with three or four plants.

Olympic Rings

The Olympic rings were installed on the Sydney Harbour Bridge and lit for the duration of the Games. Each ring had a face 2 m wide and was 24 m in diameter. The overall dimensions of the installation were approximately 75 m by 35 m and it used about 7500 m of light rope. The structure was a 35 tonne steel truss frame. Another set of Olympic rings was installed above the screen in Martin Place. These rings were 4.8 m in diameter and overall measured approximately 15 m by 7 m. They were a welded steel structure with an illuminated effect created by a light box with a perspex face in rubine, the Olympic Live Site colour.

Special Lighting Projects

Special coloured lighting was used to illuminate the magnificent white sails of the Sydney Opera House every night, creating a vibrant addition to the city skyline. The Sydney Skyline Spectacular, a city building illumination program designed to feature the city and be seen from afar, created a special atmosphere in the CBD through the colour washing of 14 buildings.

Hospitality Centres

The IOC and many NOCs, IFs and Sponsors booked permanent hospitality facilities for the duration of the Games. Some of these were in hotels, but many others were in restaurants or bars. Fifty per cent of restaurants in the Rocks and Darling Harbour were booked for this purpose.

The Olympic Torch

The arrival of the Olympic torch into the City of Sydney was cause for major celebrations the night before the Games began. A crowd of approximately half a million people gathered in the city centre to see the torch make its way through the city's streets and past its major icons.

12



MATT TURNER/ALLSPORT

The Olympic Live Sites were launched on the night of the torch's arrival with special video footage of the torch relay's progress around Australia. When the flame reached the Sydney Opera House the sails were spectacularly lit and the illuminated Olympic rings on the Sydney Harbour Bridge were turned on.

Olympic Games Closing Night Spectacular

A major display of fireworks on Sydney Harbour linked with the Olympic Closing ceremony at Homebush Bay.

There were five facets to the concept. The first involved a 'river of lightning' which travelled from Homebush Bay down the Parramatta River to the Sydney Harbour Bridge. The second was the fireworks sequence on the Bridge itself which was triggered by the 'river of lightning'. The third was a rooftop fireworks display on five city buildings.

The fourth, and main, feature of the harbour spectacular was a five-barge configuration – two east of the bridge, two west of the bridge and one in Cockle Bay at Darling Harbour – from which fireworks were fired. The display was choreographed to music, with each of the five sequences representing the five Olympic rings choreographed to a commissioned score.

The finale was a stunning fireworks display on the Harbour Bridge, which concluded with the Olympic rings igniting and a RAAF F-111 fighter aircraft symbolically taking the Olympic Flame out through the Heads with a 'dump and burn'.

Additional video screens were placed in six locations around the Harbour on Sunday 1 October, supporting the screens at the Olympic Live Sites; they were located at the Sydney Opera House Forecourt, Mrs Macquarie's Point, Dawes Point, Bradfield

Park, Blues Point and Pyrmont Bridge at Darling Harbour. All screens showed the Channel 7 coverage of the men's marathon, the Closing Ceremony and the Harbour fireworks.

At the conclusion of the fireworks display, the Curtain Call Concert in the Domain was narrowcast on all the Olympic Live Site screens until 2 am.

An estimated two million gathered around the Harbour. Of these, 1.5 million people gathered in the city, particularly at the Opera House Forecourt, East and West Circular Quay and Mrs Macquarie's Point.

The closing night celebrations for the Olympic Games became a statewide event, with five Regional Spectaculars being conducted at Dubbo, Wagga Wagga, Grafton, Port Macquarie and Tamworth. Central public areas were chosen in each centre for these activities. Video screens were installed providing an Olympic Live experience for the final week of the Games. The Channel 7 Olympic coverage was broadcast on all screens until the conclusion of the closing night harbour celebrations, through Prime Television. This was followed by individual fireworks displays in each centre, which were the biggest fireworks shows ever seen in these locations.

Other City Events

A number of other Games events were conducted in the city, including: the Service for Fallen Athletes in Hyde Park on 8 September; street parades, drawing large crowds were conducted for the Australian Olympic team on 3 October. A parade in honour of Olympic volunteers was held on 5 October. This was the longest parade ever seen in Sydney, with 40 000 people marching.

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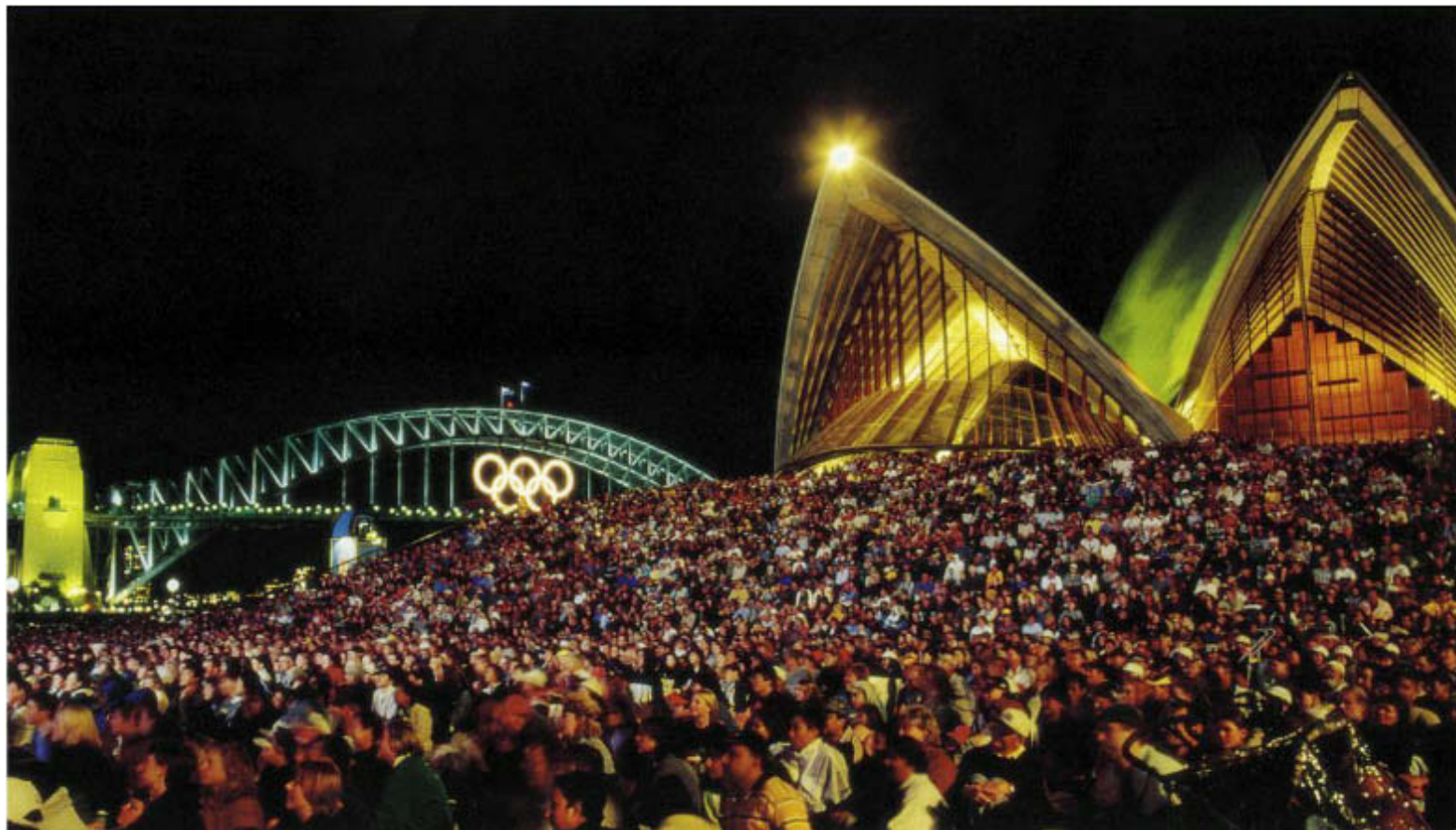


13

KIERAN MADDEWISCOG

13. Outdoor screens announce the arrival of the Olympic torch at Belmont Park. The city's celebrations and entertainment at the Olympic Live Sites started with the arrival of the torch relay

14. Sydney's Opera House and Harbour Bridge provided a spectacular backdrop for the Closing Ceremony fireworks



14

BOB PETERS/OLYMPIC COORDINATION AUTHORITY





SYDNEY OLYMPIC PARK

Sydney Olympic Park, with its unique public parks and spaces and with so many world-class sporting facilities clustered together, close to the Athletes Village, was crucial to the success of the Sydney 2000 Games. Covering an area of some 760 ha in the demographic and geographic heart of Sydney, the site attracted nearly five million spectators, visitors and workers during the Games.

Planning

Sydney Olympic Park at Homebush Bay was planned, developed and operated by Olympic Co-ordination Authority (OCA), guided by a masterplan prepared in September 1995.

The masterplan divided the site into four major areas:

- an urban core containing sporting venues and entertainment facilities, the Showground and exhibition precinct, and commercial sites
- the Newington Urban District, which was the Olympic Village for athletes and team officials
- a major metropolitan park, Millennium Parklands, providing several ecologically distinct areas, nature corridors, habitat and active recreational opportunities for Sydneysiders and
- the waterfront development and parklands providing public access to the shoreline.

Sydney Olympic Park's transport strategy integrated heavy rail, bus, coach, ferry, private vehicle and on-site parking with an extensive pedestrian and cycle network. Priority was given to public transport, especially the rail link with Sydney's main western line, with the centrally located station in the core of the Park within a short walk of all sporting facilities. The rail link allows for 30 trains an hour in peak operating mode, as occurred during the Olympic Games.

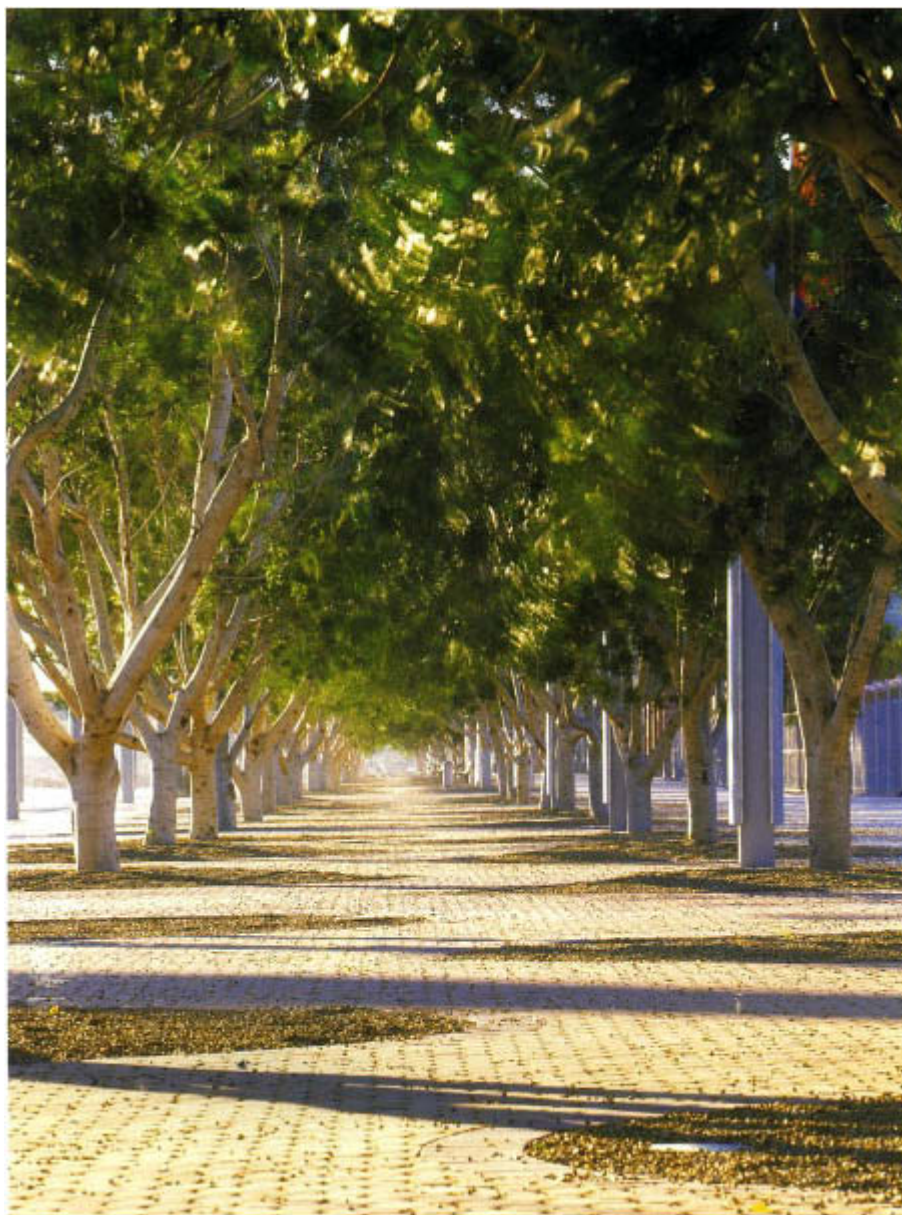
Ferries to Sydney Olympic Park Wharf from the centre of Sydney and from Parramatta were connected by shuttle bus to the park's core, and regional links from across Sydney served the site during major events. Parking spaces for 10 000 cars are located around the park's perimeter, near the four access points, to minimise traffic within the site.

Before European settlement, extensive tidal wetlands and thick woodlands covered Homebush Bay. From the early 1800s, large areas of wetlands were gradually reclaimed and the forests cleared for farming and industrial use. From the mid 1800s up to the 1960s, Homebush Bay was used as a racecourse, brickworks, armaments depot and abattoir. During the 1960s and 1970s, some parts of the area became contaminated through uncontrolled dumping of household and industrial waste.

Redevelopment of the area began in the 1980s when a private business park, the Australia Centre, the State Sports Centre and Bicentennial Park were established. The closure of the Homebush Abattoir and the NSW Brickworks in the late 1980s opened up the remainder of the site for renewal. Sydney's successful Bid for the 2000 Olympic Games provided the impetus for the next and most exciting stage of the area's development, with the building of the Olympic venues and creation of public spaces and parklands.

Despite the impact of past activities, Sydney Olympic Park, and the Millennium Parklands in particular, contain a number of important habitats and different types of vegetation including a eucalypt forest and casuarina woodland and the nearby wetlands, which are rare in the Sydney region. These habitats support a broad range of fauna, in particular water and woodland birds, some of which are listed on international treaties dealing with migratory birds.

In 1993 it was discovered that the disused brickpit was a breeding habitat for the endangered Green and Golden Bell Frog. OCA has worked to secure the future of this colony, establishing new habitats and building fences and tunnels along roads to protect frogs migrating between these habitats.



Sydney Olympic Park

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1. Sydney Olympic Park was the site of 14 sports during the 2000 Summer Games
2. Homebush Bay is home to the endangered Green and Golden Bellfrog
3. Ninety mature fig trees were planted along Olympic Boulevard, providing shade during hot summer days



2
BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

3

BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY



Sydney Olympic Park
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4. With an average air temperature of 26 degrees Celsius, the water features at Sydney Olympic Park were popular with all ages

Environmental performance has been and continues to be an important element of all works undertaken at Homebush Bay, with a commitment to energy and water conservation, waste minimisation, air, water and soil quality and the protection of significant natural and cultural environments. The work undertaken there has been recognised by the winning of major environmental awards.

In 1997 as construction was proceeding, OCA undertook a further review of the public spaces between the venues, parklands, gathering spaces and the role and function of Olympic Boulevard. As a result of this review, additional features were added to the masterplan, including water features at the Fig Grove between the Aquatic Centre and Olympic Stadium, the northern water feature and its distinctive 'sharp-edged' landscaped mound from which thousands of people photographed the Olympic Village during the Games, and the creation of a more unified public space called Olympic Plaza. A feature of this plan was the planting of a canopy of large native fig trees along Olympic Boulevard.



A major feature which emerged at around the same time was the blue lighting towers along Olympic Boulevard, which provided light, shade and amenities for spectators and visitors while generating solar power during the day to offset energy use at night. Subsequently the permanent features of the Park were overlaid with a wide range of temporary facilities for the Games.

Operations

Sydney Olympic Park venues and public facilities include the:

- Sydney International Aquatic Centre
- Archery Centre
- Sydney International Athletic Centre
- Australia Centre – a commercial precinct
- Baseball Centre – in the main showing of the Sydney Showground
- Bicentennial Park – opened in 1988
- Brickpit – dramatic feature of Millennium Parklands
- Ferry Terminal
- Hockey Centre
- Sydney SuperDome
- Olympic Boulevard – 1.5 km long boulevard through the centre of the site which links major sporting venues, the Olympic Village and other facilities
- Olympic Stadium
- Olympic Village – accommodation for 15 000 athletes and officials during the Games and a suburb for up to 6000 people after the Games
- Millennium Parklands – a major new metropolitan park
- Rail Link – centrally located three-platform below-ground station; walking distance to major facilities; capacity to move 50 000 people per hour during major events
- Sydney Showground – includes pavilions, exhibition space, showing/baseball arena
- State Sport Centre – multi-purpose indoor venue
- Golf Driving Range
- Tennis Centre

During the Games, additional overlay facilities were provided at Sydney Olympic Park to assist in Olympic mode and to provide a fun and enjoyable experience for spectators and visitors:

- The Olympic Expo – a pageant of food, sponsor showcasing and a large public gathering space complete with giant video screen
- Showground Markets – major food halls and Olympic Super Store for merchandise sales
- McDonalds Central – opposite the Olympic Stadium, the largest McDonalds in the world
- The Samsung Olympic Rendezvous – a meeting place for athletes and their families combined with an interactive public sporting exhibition
- NBC Today – studio and stage set near the Fig Grove
- Aboriginal Arts and Cultural Pavilion – showcasing Australian indigenous history and culture
- International Broadcast Centre and Main Press Centre
- Sponsor Hospitality Village
- Two large temporary bus terminals constructed at the southern and northern entrances, 'South Gate' and 'North Gate', to cater for the unprecedented number of buses and spectators.



- 5. Fans came prepared for the Olympic events: face paint, costumes and flags coloured Olympic Boulevard
- 6. Close to half a million visitors traveled to Sydney Olympic Park on peak days, monitored from the Common Domain Operations Centre to ensure a smooth crowd flow
- 7. Crowds mill around Olympic Boulevard, ready to enter the Olympic Stadium for the Opening Ceremony



NICK MOIR/FAIRFAX



ROGER SCOTT/SOCCOG

Sydney Olympic Park is owned and managed by OCA which, during, the Games, managed the Common Domain areas to ensure the safe and timely passage of Olympic Family, spectators and workforce to, from and between venues. In this role OCA drew on valuable work undertaken by SOCOG which modelled Games-time activities and movements. Out of this work came the 'one-way pedestrian system' and clear segregation of vehicular and pedestrian traffic. The team managing the Common Domain included staff from SOCOG, Olympic Security Command Centre (OSCC) and Olympic Roads and Transport Authority (ORTA), reflecting the integrated nature of the Sydney 2000 Games at all levels. The Common Domain comprised all the public space, amenities and facilities within the security perimeter surrounding the Park.

The task during the Games was to ensure:

- safe and timely travel to and from back of house venue entry/exit points for Olympic Family, athletes, press, broadcasters and workforce
- safe and timely travel to and from front of house entry/exit points for Olympic sponsors and ticketed spectators
- safety and enjoyment for visitors enjoying the Olympic experience
- the managed flow of goods and services to, from and within the Park, including back of house services, e.g. waste, logistics, catering, technology, and
- provision of an acceptable level of public amenity, safety and comfort.

Legislation was enacted to facilitate the management of the Common Domain. The *Homebush Bay Operations Act* provided OCA with the powers necessary to manage and

These additional features, including a number of temporary bridges to separate vehicle and pedestrian traffic and to facilitate crowd movement through a 'one-way' pedestrian system, were all enhanced with special lighting effects and the Olympic Look, including banners, flags, fencing material and specially built Olympic signage.

Games-time Command

With between 200 000 and 400 000 people coming to Sydney Olympic Park each day during the Games to attend events and enjoy the atmosphere, effective management of the precinct was required to allow people to have a safe and memorable Olympic experience. The effective movement of people around Homebush Bay was one of the successes of the Sydney Games.



LUCA BRUNO/AP PHOTO

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8. *Despite the necessary security measures for crowd control, the atmosphere at Sydney Olympic Park was always festive and relaxed*
9. *Olympic Boulevard, 1.5 km in length and the main thoroughfare for spectators, linked the major sporting venues and the Olympic Village*

8



NEWSPIX

control the Common Domain before, during and after the Games. Under the terms of the legislation, OCA had all rights as an owner of the land, including rights of use, occupation and enjoyment, and rights for trade and commerce. OCA was also the legal consent authority in respect of all building and planning approvals under local government legislation.

Olympic operations in the Common Domain were conducted within the framework provided by OCA and the legislation, working closely with NSW Police and ORTA. A series of guidelines were developed in close consultation with SOCOG and the IOC to ensure consistency of approach in areas such as: Look, image, newspaper sales and non-rightsholding broadcasters' access.

There were also requirements for compliance with a number of other conditions, including: environmental protection; building approvals compliance to ensure fire and life safety; audit inspections so that all overlay in the Common Domain was safe for public occupation at all times; and food monitoring inspections carried out by the Department of Health.

Common Domain Operations

The Common Domain Operations Centre (CDOC) provided the link between all areas of the Common Domain, including

transport, people movement and security. CDOC was designed to provide an environment which would facilitate operational decision making by using visual and communication technology with closed circuit television monitoring and a capacity to activate voice and dynamic signage messages to key points of the site.

CDOC was integral in the management of all sectors of Homebush Bay and provided operational communications between transport, venues, public space, Police and medical services. Its activities included:

- managing the smooth flow of pedestrians around the Common Domain, including during the Opening and Closing Ceremonies, and road events interfaces
- providing a decision support capacity through monitoring of spectator arrivals, departures, density and site capacity
- providing information to the public
- providing support to people entry and departure operations and vehicle check points, and
- ensuring accessible operations through provision of assistance to people with special needs access into, around and out of the Common Domain.

The CDOC was where key decision makers of all functional areas were located to manage athlete and spectator movement around the Park.

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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY



10

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CHRIS ELFE/SPORT THE LIBRARY

Non-event Ticketed Spectators

In planning for the management of the Common Domain, a number of studies were done by both SOCOG and OCA to assess the safe capacity for people to circulate within it. In April 2000, the Games Coordination Group (GCOG) decided that unrestricted access to Sydney Olympic Park Common Domain during the period of the Olympic Games would result in the available capacity being exceeded on some days in the second week of the Games.

There was also concern about ticketed spectators being unable to reach events in time, overloaded trains to Olympic Park and the danger to public safety if large numbers of people without tickets were able to visit Sydney Olympic Park during the Games.

Strategies to restrict access only in Week 2 were likely to result in increased pressure during Week 1. Concern was also expressed about non-ticketed visits in the first weekend and the need to manage numbers for the Opening Ceremony.

A number of strategies, including limited shut-down of train ticket sales to Sydney Olympic Park, turning people away once they reached Sydney Olympic Park, signage and stand-alone public communication strategies, were assessed as being neither effective nor feasible.

A strategy to manage access across all days had the advantage of simplicity and would be easier to communicate to the public. GCOG decided to implement a strategy that would allow people to obtain free access to Sydney Olympic Park to experience the atmosphere of the Games but would not impact on ticketed spectators attending events.

A free dated pass was developed and promoted, distributed through sponsor newspapers. This allowed OCA to limit the numbers of people visiting Sydney Olympic Park while allowing people who might not otherwise have been able to experience the Games an opportunity to share the atmosphere.

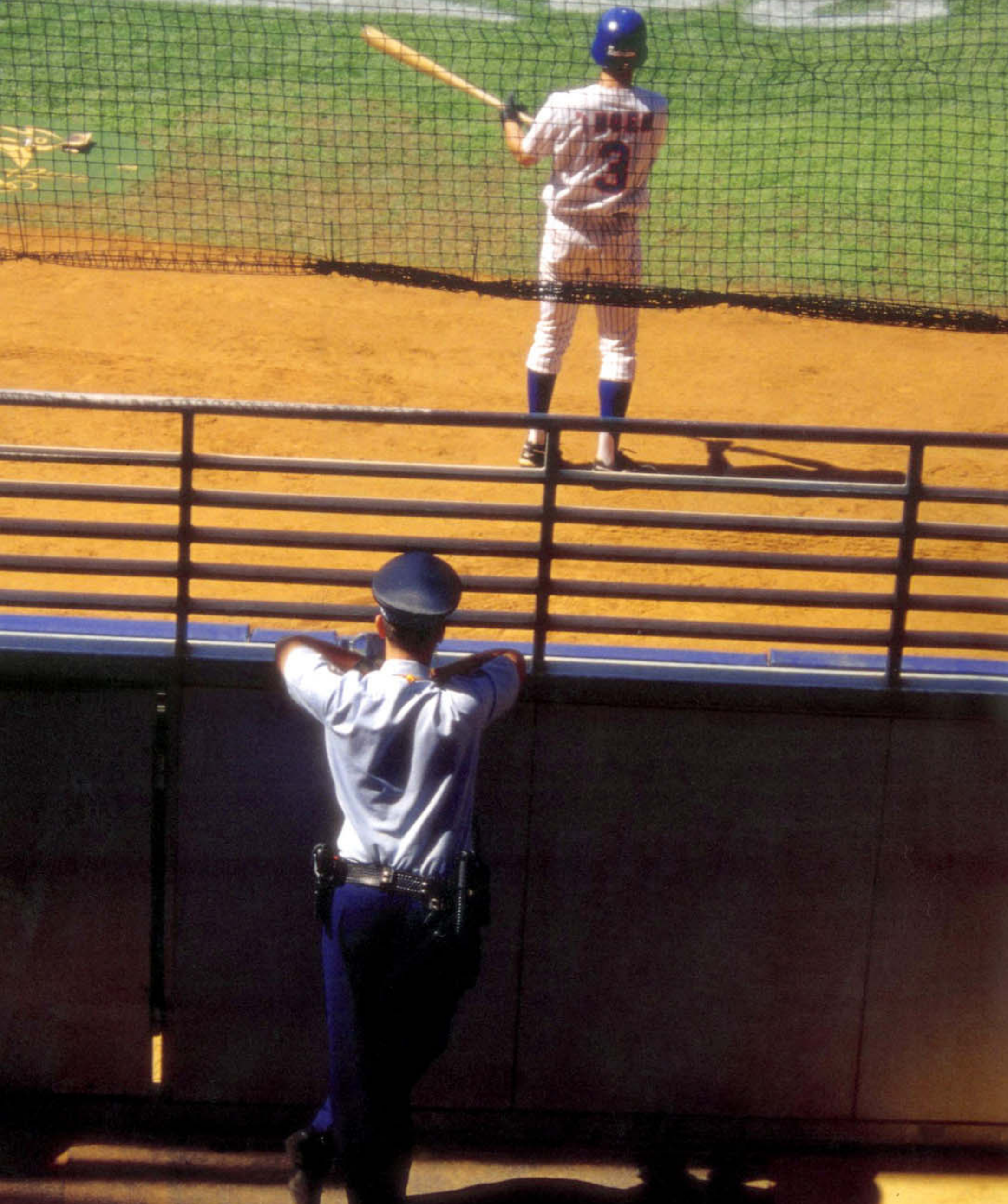
Media Access for Non-rightsholders

Guidelines were developed by OCA and SOCOG to establish a clear framework for the television and radio activities of non-rightsholders within the Common Domain at Sydney Olympic Park. The primary purpose of the guidelines was to facilitate communications to Sydney residents and visitors during the Games by providing an environment in which television and radio news effectively supported Games-time official public communications messages on issues such as transport. At the same time, the guidelines were designed to protect, to the maximum extent possible, the entitlements of Olympic media rightsholders.

The decision to restrict non-rightsholders from Sydney Olympic Park raised concerns from many of the broadcasters, who argued that they should be allowed to film and record inside the Common Domain but outside the venues. In addition to following the IOC's News Access Rules designed to protect rightsholding broadcasters, OCA had real concerns about the impact of the activities of non-rightsholders organisations on crowd management and crowd comfort.

As a compromise, the Presidents of SOCOG and the IOC agreed that a pass system would satisfy all concerned. Eight passes were available each day for Australian non-rightsholders and eight passes for international non-rightsholders.

10. *Non-rightsholding media were given limited access to the Common Domain at Sydney Olympic Park*





SECURITY

As is the case with the transport task, security arrangements for an Olympic Games generally dwarf any previous peacetime operation in a host country. Yet, just as with transport, security is one of the key supporting elements of the whole Games operation.

Sydney's Bid documents included guarantees from the Prime Minister, the Premier of NSW and the Federal and NSW Commissioners of Police for a safe and secure Sydney 2000 Olympic Games.

Security planning for any event takes place within the social, cultural and political environment of the host country. Unlike some other countries that have hosted past Olympic Games, Australia's experience with terrorism has been mild. This is in part due to its geographic, political and historic isolation from the world's major trouble spots, a stable political environment, that it maintains generally good relations with other countries, and the fact that it has evolved as an open, democratic society where people are able to voice political dissent.

These elements influenced the development of a unique Olympic security model for Australia that was unobtrusive yet effective, in keeping with community expectations.

Olympic Security Working Committee

The Olympic Security Working Committee (OSWC) was created by the Premier of NSW in 1994 to oversee all security related planning. It was chaired by the NSW Police Commissioner, Peter Ryan, and included the CEOs of Olympic Co-ordination Authority (OCA), SOCOG and Olympic Roads and Transport Authority (ORTA) as well as senior officers from a number of federal departments including the Department of Prime Minister and Cabinet.

The OSWC created 12 working groups to examine issues in the following areas: security, industry liaison, intelligence, marine security, aviation security, training, communications, personal security, equipment, security volunteers, media liaison, accreditation, and chemical, biological and radiological response. Membership comprised senior personnel from all relevant federal and state government and peak commercial bodies. This structure provided a national cross-organisational framework to advise the OSWC and inform strategy development.

Olympic Security Command Centre

In May 1995 the first eight full-time planning officers were appointed to the Olympic Security Planning Group (OSPG). OSPG researched Olympic security-related issues under five general sections: crises, operations support, emergency response, Olympic venue operations and community policing.

Attending the 1996 Atlanta Olympic and Paralympic Games was a key developmental experience for members of OSPG. The most compelling observation was simply the enormous scope of security operations. OSPG was renamed the Olympic Security Command Centre (OSCC) in July 1997 and held status of a separate police command. All security planning became the operational responsibility of the Commander OSCC under the Commissioner for Police, Peter Ryan, who chaired OSWC. In February 1998 OSCC was co-located with SOCOG at Sydney 2000 Olympic headquarters. Working in close proximity improved communications and planning.

An Olympic Intelligence Centre was created within OSCC in September 1997. It provided a link to the Australian Security Intelligence Organisation (ASIO) and an intelligence-based risk management methodology that identified and prioritised all Games-related risks and enabled the effective deployment of security resources to treat and minimise security risks.

OSCC had more than 70 full-time staff in 1997-98, increasing to 250 over 1999-2000, including approximately 50 Olympic Venue Commanders, some of whom were part time until February 2000, and liaison officers attached from security and emergency service-related agencies such as the Department of the Prime Minister and Cabinet, Australian Defence Force (ADF), NSW Fire Brigades and the NSW Ambulance Service.

Security

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1. A policeman keeps an eye on the proceedings at the Baseball Stadium
2. Security planning included access checks, operational search tasks, personal protection, marine security and intelligence work
3. Thirty-five thousand soldiers, reservists, volunteers and security contractors kept Sydney safe during the Games, asked to be omnipresent but unobtrusive



2

AUSTRALIAN
DEFENCE FORCE

3

STEPHEN MUNDAY/ALLSPORT



Sydney 2000 Interaction

SOCOG had an established Security Program in May 1997 as the contact point between the contract security industry and SOCOG/OSCC and for the provision of professional advice on commercial security issues. In July 1999 the Program was dissolved into the Commercial Security Directorate within OSCC, consistent with the principle of a single command and control.

OSCC developed a Dual Security Model to delineate responsibilities for the provision of core and non-core security-related services during the Games. Under this model the SOCOG Spectator Services Program had responsibilities for planning and executing functions of crowd management, ticket checking and other non-core security-related functions. Core security was the responsibility of the NSW Police using their own resources and contract security services, and with the assistance of agencies such as the ADF.

OCA had a statutory responsibility for managing government relationships with SOCOG, and OSCC liaised with OCA on security planning issues for venues and events; the three agencies signed a formal Memorandum of Understanding (MOU) which defined roles, responsibilities and funding arrangements.

ORTA had responsibility for planning and delivering transport services for the staging of the Games and associated events and again, OSCC worked closely with ORTA on the security and policing aspects of transport arrangements.

Conceptual and Strategic Framework

The base conceptual and strategic framework for Sydney 2000 Olympic planning was released in July 1997. Five key documents detailed guided security planning: Security Concept of Operations; Security Strategic Plan; Preferred Security Position; the OSCC Business Plan; and the 'Dual Model' of Security.

The principles guiding security planning were established to:

- protect the integrity of international entry and accreditation processes to ensure they were consistent with security and Australia's existing policies
- ensure all accredited persons were subjected to appropriate background checking procedures
- restrict sensitive areas to accredited persons
- sanitise all Olympic venues and sites for the presence of explosive devices after 'lockdown' of the venue by SOCOG, and re-sanitise as required on the basis of specific risk
- impose random, but carefully targeted, screening procedures using metal detectors and searches of hand-carried items, under the supervision of NSW Police officers, for all spectators entering Olympic venues and sites
- apply more thorough checking procedures of all people and items entering higher risk areas such as the Olympic Village
- apply strict and consistent zone controls within each venue and site, aimed primarily at the protection of the Olympic Family and VIPs, and
- impose strict and consistent controls on the entry of vehicles and commercial materials into all Olympic venues and sites.





CHARLES BUTCHER/SOCCOG

Clear points of reference between OSCC, SOCOG and OCA at strategic, operational and tactical levels were identified. A basic tenet of this framework was the integration of all Olympic Security personnel under the command of the NSW Police Service with the Commissioner for Police in operational control. This included ADF, private security and volunteers who, with police officers, made a security workforce of approximately 11 500 on peak days. Operational tasking of specialist military personnel was under police command by agreement.

As the torch relay and some sporting events extended beyond the boundaries of NSW, the OSCC provided all security operational plans and models to interstate police services hosting the Olympic football competition and the torch relay to promote consistency in the security overlay and share the intensive planning that had been undertaken in NSW.

Games-time Framework

The development of the Games-time command, control and coordination framework was based on centralisation of operational elements and delivery of a rapid response capability, through co-location of elements in a single operational command facility, known as Olympic Precinct and Regional Operations (OPRO). Any public safety or security incident occurring in the greater Olympic environment, requiring a comprehensive on-ground capability to resolve, was notified to OPRO.

OPRO captured operational information through radio communications, closed circuit television (CCTV), audio conferencing, surveillance and satellite, which made the Olympic environment highly visible. These arrangements enabled a flexible decision making framework based on directive leadership and a flat command structure.

Contract security staff in Games-time police operations involving the public were under direct line command of the police to ensure the level of accountability and control expected in the Australian context.

The NSW emergency service agencies worked closely with OSCC to ensure effective integration of services throughout the Games. The NSW Fire Brigade had an Olympic Planning Team

at OSCC and a full-time liaison officer attached to the Command. The NSW Ambulance Service also had a liaison officer in the Command.

The cost of the Olympic Security program was around A\$170 million, to which SOCOG contributed A\$40 million. This did not include the cost of ADF involvement or the cost to interstate police forces for the provision of security to Olympic football events. Nor did it include the salary cost of approximately 5000 police officers rostered to perform Olympic specific duties.

Key Security Elements

Venue security

The venue security policy was based on support and enforcement of SOCOG's systems of ticketing, accreditation and vehicle permits in conjunction with security measures based on the 'dread of detection' principle. To support these systems, venue security used strict access controls with magnetometer checks and random bag inspections, to which every patron was liable on entry to a venue.

A secure perimeter was established at every venue and all vehicles seeking entry were subjected to vehicle inspections. The main clusters of competition venues at Sydney Olympic Park and Darling Harbour were delineated by a secure perimeter within which security operations were coordinated across multiple venues. Over 5.5 million security access checks were performed on visitors to Sydney Olympic Park during the Olympic Games period.

The management of spectator areas within venues was performed by SOCOG Spectator Services which shared responsibility with Security for a variety of tasks such as access

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4. Opposite page: Police were briefed at training sessions at the Olympic Stadium before the Games

5. Opposite page: Australia's defence force supported the Sydney Games by supplying aerial surveillance in the Navy's Sea King helicopters

6. Opposite page: An Army reserve soldier searches a bus at a vehicle check point.

7. Police watch the action at the triathlon test event in April 1999

8. A police officer surveys the crowd during the Olympic tennis competition at Sydney Olympic Park



CLIVE BRUNSKILL/ALLSPORT



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MATT TURNER/ALLSPORT

monitoring, in particular checking tickets, accreditation and vehicle permits, monitoring crowds and the management of spectator behaviour by enforcing house rules and conditions of entry.

The management of supply deliveries at venues had a major impact on venue security operations. In recognition of the risks that supply deliveries posed, requirements placed upon them included a vendor certification scheme, a master delivery schedule and the centralisation of logistics at Sydney Olympic Park for screening prior to transfer to venues.

Olympic Village

Security at the Arrival Gateway for athletes included x-ray screening of all baggage going into the Olympic Village.

Security of the perimeter included full CCTV coverage, microphonics and a fully equipped control room at the Village. Breaches of perimeter security could be detected and transmitted instantly to perimeter patrols for rapid response.

Bomb Management

All venues were searched for explosives before 'lockdown' for Games use, when the accreditation system was activated, security patrols increased and security systems activated, with magnetometer-supported screening of personnel and searching of vehicles undertaken.

During the Olympic Games period, around 2500 NSW police officials, and ADF bomb management teams, with 50 specially trained dogs, performed over 500 operational search tasks at Olympic venues, urban areas and on boats in Sydney Harbour.

Dignitary and Athlete Protection

The security overlay pre-established at Games sites provided a highly controlled environment from the outset in which to conduct special protection of dignitaries and athletes. Australian personnel provided all necessary close personal protection based on intelligence information, the level of assessed risk and consideration for the dignitary involved. Protection was also afforded to athletes by dedicated protection teams.

Traffic and Transport Security

Olympic Family and spectator transport policing was undertaken by patrols of Olympic-specific transport corridors, Olympic railway stations and transport interchanges, with assistance from private contract security officers employed by the various transport agencies. Mobile policing units

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AUSTRALIAN DEFENCE FORCE

9. NSW Police officers were part of the Olympic Village security team, where 500 officers looked after the security of athletes and officials

10. Police and military teams conducted a thorough search of the entire 760 ha site at Sydney Olympic Park before declaring it safe and locking it down for the Games

monitored spectator, vehicular and pedestrian movements at key locations and along Olympic specific routes.

Marine Security

The sailing competition took place on six courses inside and just outside Sydney Harbour. The NSW Waterways Authority provided on-water crowd control and spectator management with the assistance of the Royal Volunteer Coastal Patrol and the Australian Volunteer Coast Guard Association. Police vessels provided field of play security and performed general policing amongst the spectator craft. All on-water agencies were represented at the Sydney Harbour Operations Centre to facilitate waterways security and management.

Federal Involvement

While Games security was the responsibility of the NSW Commissioner for Police, the Federal Government played an important role, both in areas where it has a statutory responsibility and in contributing from its resources of trained and experienced personnel.

Some 5000 members of the ADF, in two specialist task forces, performed a range of security tasks, as well as general support functions such as logistics, transportation and communications.

ADF personnel maintained 24 vehicle checkpoints around the clock and performed an estimated 250 000 vehicle searches throughout the period of the Games. Marine security personnel, including Navy divers, performed high-risk and routine checks on Olympic watercraft and venues, floating hotels, wharves and high-use harbour areas.

The Operational Search Battalion undertook the largest deployment of Reserve forces since World War II, with members drawn from across Australia providing operational search services. A squadron of drivers was provided to ORTA, as well as managerial expertise for Olympic venues' transport, logistics and communications facilities. A Joint Incident Response Unit, including high-risk search teams and explosives detection dogs, performed 480 security operations tasks during the Games.

The Protective Security Coordination Centre (PSCC) provided policy advice and training on protective security and coordinating national programs on protective security, counter-terrorism and dignitary protection. Its Games-time role included maintaining effective liaison between the NSW authorities and Commonwealth departments and agencies responsible for Games security in these areas. Other federal agencies also contributed, with the Sydney 2000 Games Coordination Task Force in the Department of Prime Minister and Cabinet facilitating arrangements.

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11

AUSTRALIAN DEFENCE FORCE

11 and 12. Military personnel did a sweep of a waterway in Homebush Bay as part of the 'lockdown' process



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AUSTRALIAN DEFENCE FORCE



State Sports Centre

Sydney 2000
Olympic logo

State Sports Centre



SERVING THE GAMES

Organisation

The Spectator Services Program was responsible for the planning and delivery of customer service to spectators at all competition venues for the Olympic Games. Its mission was to be proactive and friendly hosts to spectators by providing information and assistance to encourage a safe and enjoyable Olympic experience. Spectator Services staff were 'the face of the Games' and had a significant role in influencing spectators' experiences.

The role was clearly divided into two areas; referred to as 'back of house' and 'front of house'. Back of house provided a service to other Program areas e.g. Sport Competition, Press Operations as access monitors, interpreting both personal and vehicle accreditation, while front of house played a major operational role in the venue team and a lead role in the spectators' enjoyment of the Games.

Spectator Services was responsible for developing and implementing plans for several major functions in support of the venue operation:

- crowd flow, including the management of pedestrian flow routes and queues, and providing direction and information to spectators
- access monitoring and ticket taking, including the interpretation of accreditation, ticket checking and interpretation of vehicle permits
- spectator support, including ushering, providing general information to spectators, observing and responding (as appropriate) to house rule infringements, and lost and found services
- other venue support, including management of car parks at venues and pedestrian road crossings.

Spectator services were provided for the Games in: all competition venues; Sydney Olympic Park Common Domain (secure area containing the venues); International Broadcast Centre (access monitoring, personal and vehicle); Main Press Centre (access monitoring, personal and vehicle); and the Millennium Marquee Sponsor Hospitality Centre (access monitoring, personal).

Establishment of the Program

The Spectator Services Program was established in September 1997 as part of the Precincts/Venue Operations and Services Division. In May 1998 SOCOG decided to outsource the planning and delivery of the Spectator Services operation. Although there were no specific Host City or Bid commitments relating to the Spectator Services operation, the specific capabilities required to deliver the Program included:

- event and specifically Olympic experienced personnel who understood the nature and scope of the operations

- experience to select, recruit, manage and administer a large temporary workforce on short-term contracts
- event planning expertise to design spectator flows across venues and
- the infrastructure to manage and administer a large event workforce.

SOCOG sought specialists for this function and awarded the contract to Adecco/CSC, a strategic alliance between Adecco its contract staffing service and Contemporary Services Corporation.

The Program Manager, Spectator Services was the only SOCOG employee. All other members of the Spectator Services team were employed by Adecco/CSC and fully integrated into the SOCOG structure. It was not obvious to others in the organisation that this area was in fact outsourced.

Structure of the Program

The Spectator Services Program had several key streams:

- Venue Operations: Spectator Services Venue Managers, led by an Operations Manager, were responsible for implementing and managing the Spectator Services operation in each venue
- Staffing Operations: this section was responsible for guiding the recruitment of approximately 2000 paid staff, the development of staff shift strategies and rosters, liaison with SOCOG volunteer recruitment regarding 12 500 Spectator Services volunteers, and providing staffing support for the Spectator Services Venue Team
- Spectator Services Training: this section developed and delivered the Spectator Services training program for the 2000 paid and 12 500 volunteer workforce
- Accessible Operations: this unit developed policies and procedures for adequate assistance and support for spectators with a disability

Serving the Games

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1. A Spectator Services volunteer gives directions, guiding the crowds to and from Olympic venues at Sydney Olympic Park
2. The gregarious Spectator Services volunteers will be remembered as a distinctive feature of the Sydney Games



SHARON SMITHSYDNEY MORNING HERALD

Serving the Games
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3. A Spectator Services volunteer helps visitors find their way to the correct gate on the eve of the Opening Ceremony

4. High chairs were used around Sydney Olympic Park, where the Spectator Services volunteers could see and be seen



TONY LEWIS/SOCCOG



CHARLES BUTCHERS/SOCCOG

- Support Operations: support Operations assessed equipment requirements across venues, sourced selected items and managed distribution of resources on the ground
- Communications Operations: this unit designed venue communication networks for Spectator Services areas and developed appropriate communication procedures
- Public Information: this section planned and implemented key spectator services such as information booths at each competition venue and the lost and found operations, and on the ground managed the delivery of information.

Interactions with Other Programs

Spectator Services worked closely with all SOCCOG programs, most notably Security, Transport, Accreditation and Ticketing. It was important to develop relationships and determine scope and responsibilities centrally. These relationships needed to extend to the program area representatives in venue teams to ensure successful integration during the operations.

Venue Operations Planning

Some of the key elements of the planning and delivery of Spectator Services included: developing spectator flow plans,

understanding other constituent flows, development of initial staff deployment plans, and determination of communication and other equipment requirements. This information was included in the Venue Operations planning and also assisted in the design of the Olympic overlay.

In the next phase 1999, there was further development, including application of signage, determination of furniture, fixtures and fitting requirements, review of staffing levels, review of communication requirements and review of policies and procedures. The major focus for 1999, however, was the planning and delivery of Olympic test events.

SOCCOG made a strategic decision to move staff into venue teams 18 months prior to the Games, when a matrix reporting structure was also implemented. Staff worked as part of a venue team as well as a program team, with dual reporting to a Venue Manager and a Program Manager. To ensure consistency in planning across all venues, central directions and principles for planning and coaching were given through mandatory weekly meetings of Spectator Services Managers.

During 2000 the focus was on finalisation of operational planning and transferring planning information into operational documents. By April 2000, staff deployment plans were finalised and venue worksheets and briefs were being developed for core elements such as: pedestrian flow, ushering, ticket taking, access monitoring, vehicle operations and accessible operations. A number of staff development sessions and scenario days were conducted to test managers on policies and procedures and likely operational scenarios.

Test Events

Spectator Services was involved in the majority of Olympic test events to support the operation of the venues, recruiting and developing the Spectator Services staffing pool and evaluating the effectiveness of operating practices. These events proved to be valuable, particularly for back of house operations. Testing front of house operations was limited by relatively low spectator numbers. In other training exercises, Spectator Services provided volunteers for the Olympic Stadium during 1999 and 2000. This involved approximately 20 events and 1000 Spectator Services staff.

Workforce Management

The staffing team recruited key personnel, including Spectator Services Venue Managers and Staffing Coordinators, on their previous event and sport experience and suitability for the particular venue.

Under the Spectator Services Venue Manager, supervisors were responsible for implementing the operation, within a given physical area, and for supporting team leaders, who managed small teams (approximately 7-10 people) of hosts. Managers and supervisors were all paid positions. In several high profile and complex venues, such as the Sydney Olympic Park Common Domain, the Olympic Stadium and the Sydney SuperDome, team leader positions were also filled by paid staff. In all other venues, team leaders were volunteer staff.

The Spectator Services Program required 12 500 volunteers, however two months out from the Games still did not have sufficient numbers. An additional 2000 volunteers were recruited through media campaigns, building on the momentum and enthusiasm developing in the community once the torch relay arrived in NSW. The process was streamlined with volunteers signing up to work and receiving an invitation to training and a roster at the same time.

In the final months, a team of approximately eight staff– a mix of volunteers and paid workers – contacted all Spectator Services volunteers to confirm their availability and answer any queries. The number of calls from volunteers was so great that in June 2000 Spectator Services established a call centre dedicated to handling the enquiries. On the busiest day, approximately one month prior to the Games, the call centre received 700 calls.

Approximately 2000 contractor staff were needed for Games-time roles and all existing venues were approached to source supervisors and team leaders from their casual event staff pool. Advertisements were placed in newspapers, key industry journals and on the Internet. Contractor staff were also recruited via the Olympic Labour Network, a network of recruitment companies established to focus on sourcing paid staff for Olympic assignments.

Training

The training integral to the successful delivery of Spectator Services started with a comprehensive induction program for all managers. Managers who had been involved in planning were assigned as mentors to new managers and spent a considerable amount of time introducing them to the venue team, providing support and answering questions. Each manager was supplied with key operational information and plans for their venue.

SOCOG delivered orientation training an introduction to the Olympic and Paralympic Games and venue training, an orientation to the venue and an introduction to venue management. Spectator Services developed and delivered job-specific training. Separate sessions were developed for hosts, team leaders and supervisors.

A select number of supervisors commenced work in the venues approximately three weeks prior to competition and athlete training. This allowed managers to impart key operational information and supervisors to familiarise themselves with the venue layout and operations before they were call on to lead a large team.

The success of the training program was demonstrated in the confidence and exuberance of the volunteers. That they had been provided with the information and skills to perform their role confidently was evidenced in their continually friendly and proactive approach during the Games.

Spectator Information

In the two years leading up to the Games, the Spectator Services Program assisted in determining spectator messages



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TONY LEWIS/ALLSPORT

and devising appropriate methods of communication, such as the official Spectator Guide, which contained transport and venue information with general tips for spectators. This guide was distributed to spectators with pre-bought tickets and was also available at box offices with later ticket purchases. The development and production of this guide was project-managed by Olympic Roads and Transport Authority (ORTA), with much of the non-transport related information provided by the Spectator Services Program.

Public address announcements were developed for the perimeter areas of each venue. Generic and venue-specific messages, recorded in both French and English, were interspersed with upbeat music.

Spectator Experience

During late 1998 and early 1999, Spectator Services and other programs within SOCOG developed an outline of what the Olympic experience should aim to be for spectators. A series of workshops and role-plays were used to stimulate discussion and generate ideas on the spectator experience. The spectator's day was divided into stages and through this framework, expectations and the methods of delivery of service established. Common goals were set for all program areas and venues to be achieved in relation to spectators' experiences. This process highlighted the need for changes to support pedestrian flows within Sydney Olympic Park to ensure the spectator experience was safe and positive.

Changed Management Arrangements

In February 2000 the SOCOG Board outsourced to Olympic Co-ordination Authority (OCA) the responsibility for delivering



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JUSTIN THOMAS/SOCOG

5. Spectator Services staff and volunteers begin to gather before the Opening Ceremony, their first big test

6. The distinctive yellow-sleeved uniform for Spectator Services was launched six months before the Games

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a number of services, including Spectator Services. The Program Manager, Spectator Services, continued to report to the General Manager, Precinct/Venue Operations and Services, who in turn reported to the Director-General OCA on the outsourced programs. OCA initiated a review of the Spectator Services strategy, structure and planning progress, including each venue operational plan and staffing assumptions, which endorsed Spectator Services' approach and planning for the Games. Additional funds were provided at this point to increase staff numbers.

Games-time Operations

Spectator Services Venue Managers began working at their venues approximately six weeks before the Games began. This enabled them to thoroughly familiarise themselves with their venues and to check whether signage and overlay were being installed in accordance with agreed plans.

Pedestrian flow systems (barricades, etc.) were put in place and documents prepared for each day of operation. Managers were allocated supervisors to assist with these tasks, to the benefit of both.

The Spectator Services operation during the Games was very successful. This was emphasised by the media reports highlighting spectator satisfaction and positive feedback. The service exceeded expectations and enhanced a memorable Olympic experience.

A Mobile Operations Support Team (MOST) addressed events which required peak staff numbers for one or two days only e.g. triathlon, equestrian cross-country, road cycling. Supplying

staff for these events from one team meant that total headcount was reduced and staff were more efficiently utilised. MOST worked well. Staff moved successfully from venues where they ran the Spectator Services operation such as triathlon to venues where they assisted existing staff on peak days e.g. Opening and Closing Ceremonies.

Spectator Services also played a role in the Common Domain Operations Centre (CDOC), which coordinated activities in the Common Domain and integration with venues within Sydney Olympic Park. The team in CDOC was led by the Common Domain Venue Manager. Decisions made in CDOC were communicated to Spectator Services Operations Managers, who passed information and instructions to staff on the ground, thus ensuring a coordinated response.

Games-time Support Operations

Cross-training to fill different roles, and staff deployment practices, had a huge impact on Spectator Services in each venue and was critical to staff satisfaction. Even where staff worked in different positions or areas each day, morale remained high.

Spectator Services Staffing Coordinators were based at the majority of venues during the Olympic Games and played an important role in supporting the workforce. They managed the check-in process for Spectator Services staff, provided information, made necessary changes to rosters and answered staff enquiries.

The quality of the Spectator Services Games workforce was outstanding. The volunteers were enthusiastic and committed,



CHARLES BUTCHERS/OCCOG

7. Spectator Services workers hand out sunscreen to Olympic Family members at the Regatta Centre in Penrith



TONY LEWIS/ALLSPORT

8. Volunteers are briefed before going about their duties



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DONALD MIRALLE/ALLSPORT

and with their energy effectively directed proved to be an invaluable resource. Several hundred of the volunteers in the Olympic Stadium and Aquatic Centre were employees of sponsors, professional, high-quality people who were very easy to work with.

There was little attrition of volunteers during the Games; most were eager to work additional shifts and to sign up with other venues once competition had finished at their primary venue. Approximately 80-85 per cent of the spectator services volunteers fulfilled their commitment; sadly some never showed up, although in some cases they had called to say they were no longer available and their names had not been deleted from the lists. In two venues where non-appearance became an issue, the response capacity of the mobile team was used. Some staff attrition was experienced in the Common Domain at Sydney Olympic Park. This was a particularly difficult area, as it was always exposed to the elements, with the heat of the sun the main problem and had no competition to spur interest. Overall, however, attrition levels were lower than expected.

Within the venues, the skilled and experienced supervisors were great assets. The Team Leaders who managed breaks, posted rotations and provided constant support were mostly unpaid volunteers. Volunteers managing volunteers is a very sound concept and worked well in this case. In the operationally challenging venues; Olympic Stadium, Sydney SuperDome and the Common Domain it was appropriate to have paid Team Leaders to ensure the presence of staff in the lead up to the Games.

Games-time Public Information

Spectator Services operated 38 information booths during the Olympic Games. The majority of these were temporary

structures in prime circulation areas, others were positioned in existing buildings. The information booths were marked with a distinctive yellow roof easy to identify in busy and crowded sites. A standard name GamesInfo and logo signage was used on all booths. This signage was carried through to public areas, information kiosks and web sites for ease of identification.

All GamesInfo Hosts were volunteers who managed admirably in what was an often stressful environment. They received specialised information booth training and worked with a Team Leader responsible for a number of locations. A transport representative worked alongside Spectator Services in many of the booths; this proved very useful as many spectator queries related to transport.

Critical information that was available at the booths included comprehensive maps showing spectator amenities, Games results, detailed transport information, ticket availability and daily events information. GamesInfo booths did not always have up-to-date competition results, however, and as this was among the most frequently asked-for information it caused some complaints from spectators. Results were faxed to the booths from the Olympic Communications Centre based at SOCOG headquarters and GamesInfo Managers based at Sydney Olympic Park.

The GamesInfo booths were also collection points for lost and found items. These items were logged and transferred to the central lost and found claims area at the Uniform Distribution and Accreditation Centre – close to 8000 articles overall.

At the SOCOG call centre, the contact point for enquiries about lost items, operators were able to access the lost and found database to answer specific enquiries. There was no involvement of police or security in the lost and found process.



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CHARLES BUTCHERS/COG



11

ROGER SCOTT/SOCOG

9. The delivery of bottled water to staff break areas around venues was one of the services handled by Spectator Services

10. Strollers were looked after in specified stroller storage areas

11. GamesInfo booths were manned by specifically trained Spectator Services volunteers to answer queries from the public

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**Accessibility**

Spectator Services was responsible for providing assistance to people with specific needs during the Games. This included not only physical support e.g. pushing a wheelchair but also a detailed knowledge of accessible seating and transport locations. It was difficult to gauge the resources that would be required to provide this support, such as wheelchairs, golf carts or staff, because the ticketing system did not capture much data on people with specific needs.

As it transpired, accessible services were in extremely high demand, particularly in Sydney Olympic Park because of the size of the park and the distances between venues and transport modes. It quickly emerged that the projected number of wheelchairs required would not meet demand, and extras were ordered.

Spectator Services staff provided a high standard of accessible support to spectators. During the Games it was common to see a person with a disability with a staff member alongside providing information or escorting them to the area or facility they needed to access.

Program Area Command Operations

The Spectator Services Program Area Command was based at SOCOG headquarters and consisted of the Program Manager,

three key Operations Managers and a team of six people providing administrative support. The Program Area Command provided operational support and advice to Spectator Services Venue Managers, monitored issues and trends across venues, took issues to the MOC as appropriate, provided centralised human resources support for paid staff and tracked expenditure against budget. Each day during the Games the Program Manager and Operations Managers visited competition and non-competition venues, reviewing operations and talking to the Spectator Services Venue Managers. In some cases Operations Managers supervised an area to support the Venue Manager.

Structure and Planning

Early action to clarify and document the scope of the Spectator Services Program, including consultation with other Program areas such as Security, Transport, Accreditation and Ticketing, provided a sound basis for planning. It was also important to identify the additional resources that could be supplied as the focus changed when linkages and gaps were revealed. Analysis of the program has to consider the demands on volunteers, their motivation and attrition rates. A team approach is most beneficial.

Structured learning for managers, with an induction program and a mentoring system, was critical for ongoing contribution to the venue planning process and ultimately for the Games-time role. It was a solid investment in quality performance.

Maintaining standards and consistency in delivery of service was an important issue. Gathering the Spectator Services team together on a regular basis to share ideas and information about the activity in the various venue teams was a valuable strategy.

Staffing and Training

Volunteers were the backbone of the Spectator Services operation. Resources had to be allocated to contacting them, confirming their commitment and answering their questions prior to the Games. Volunteers might have been interviewed and offered a job up to 18 months before the Games began. Attrition could easily have occurred during this period unless contact had been maintained, including involvement in test events, receiving newsletters, etc. A dedicated call centre, with trained operators, was very helpful in this process.

Legacy for Australia and the Olympic Movement

The experience that Spectator Services volunteers and other volunteers shared during the Olympic Games will have a positive and long-lasting impact on the volunteer movement in Australia. Many people were volunteering for the first time, and it is hoped that many will continue to be involved in volunteering.

Spectator Services operated with a base of approximately 2000 paid event staff. Some staff came from existing venues, others from industry. As a result of the training program and the experience of working as part of the Spectator Services operation, the number of skilled event staff within Australia has increased considerably. This resource pool will

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CARSTEN REHOLEW/AFIP

12. The role of a Spectator Services volunteer was often defined by the spectators' demands, and taking snapshots of Olympic visitors was a frequent request

13. Many Spectator Services volunteers were trained in the use of two-way radios, the most important communication device in and around venues

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ROGER SCOTT/SOCOG

be important as Australia seeks to attract other large-scale international events.

The Sydney 2000 Olympic Games and the Spectator Services operation set a benchmark in terms of the level of service and the experience for Olympic spectators.

Catering

The Catering Services Program was responsible for the planning, coordination and contract management to deliver the highest standards of food quality, service and hospitality to all customer groups associated with the Sydney 2000 Games at all competition and non-competition venues. These groups included athletes and team officials, Olympic and Paralympic Family members, Games workforce, sponsors, technical officials, media and spectators. The objectives of the program were to reflect the commitments made during the Bid period; to showcase Australia's richly diverse cuisine and world-class produce and to satisfy the cultural and dietary requirements of athletes and spectators alike.

The methodology adopted was to outsource catering services. This involved establishing the food and beverage requirements of all customer groups, conducting an evaluation of the Australian catering industry to identify the major organisations capable of fulfilling Master Caterer roles, and undertaking a tender, selection and contracting process. A second-tier tender process was conducted in conjunction with the appointed Master Caterers to select suitable subcontractor food specialists, concessionaires and suppliers where required.

Establishment of the Program

When planning the bid proposal in 1992, a local firm of catering consultants was engaged to develop an initial budget estimate for the food and beverage operation. When SOCOG was established, the Catering Services Program was located within the Venue Management Division. Although a major budget review was carried out in December 1995, it was not until after the 1996 Atlanta Olympic Games that the scale and complexity of the total catering operation was fully realised, resulting in a significantly increased budgetary requirement.

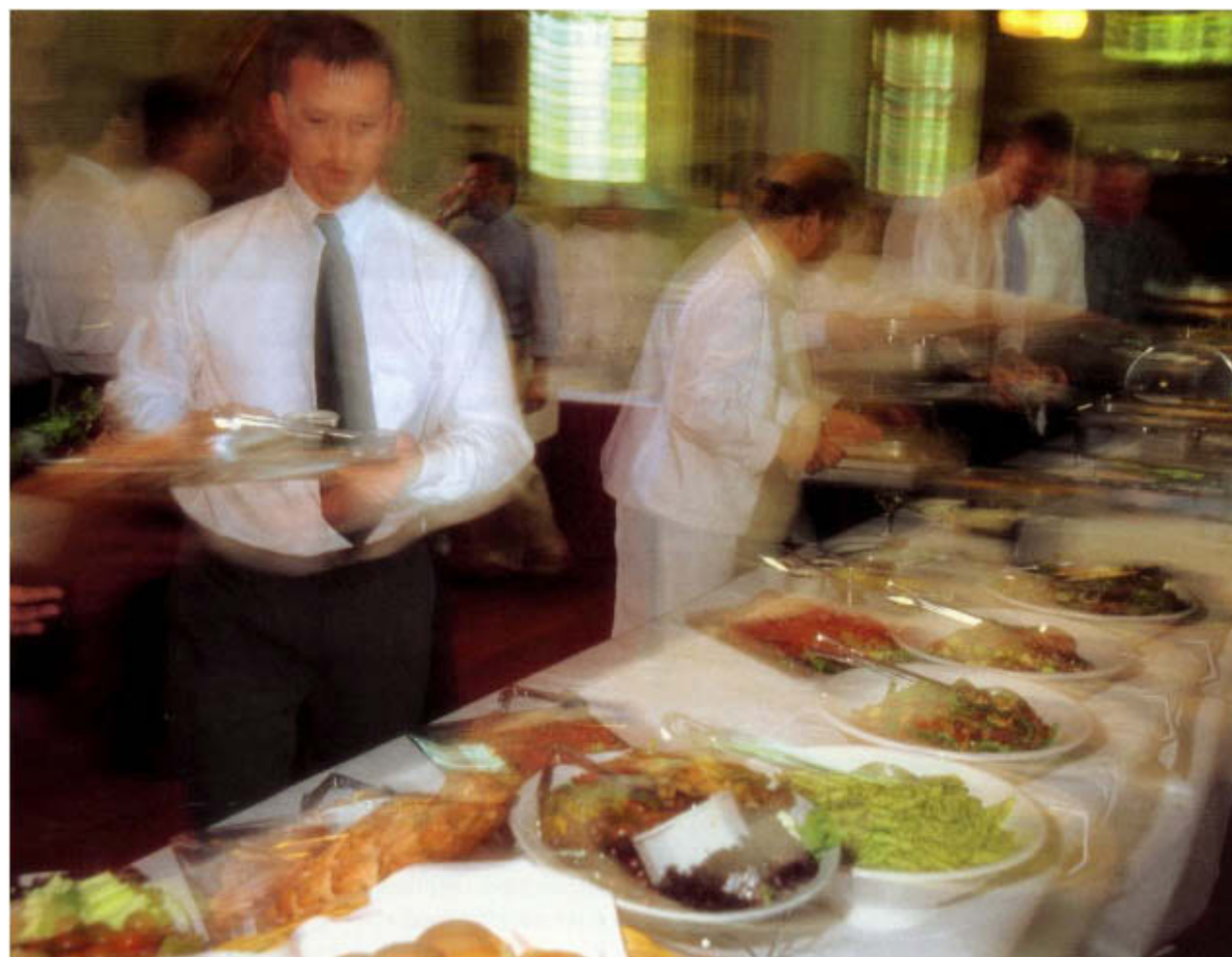
A Planning Manager was appointed in July 1997, to develop a strategic plan for the operation of the Catering Services Program. This concept of operations was approved by the SOCOG Board in November 1997, and formed the basis for the ongoing program development.

Early Planning

In an arrangement with two major IOC sponsors, McDonalds and Coca-Cola, it was agreed that the organising committee would undertake the provision of food and beverage with McDonalds reserving the rights to outlets at venues and a major presence at Sydney Olympic Park.

This strategy recognised the need to establish the food and beverage requirements of the numerous customer groups and the need to involve the broader Australian catering industry. During the latter part of 1997 a customer database was developed, to record catering information obtained in

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DANIEL WAEGERSOCO

14. At an early test event for the Catering Program, food intended for Olympic Family lounges was assessed and judged

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consultation with representatives from SOCOG's Sports, Olympic Family, Media, Workforce Planning and other programs. At the same time, briefings sessions were held with major Australian catering companies and industry organisations, to outline SOCOG's food and beverage delivery plans, and to seek the support and involvement of the industry. The Catering Services budget was further developed at this time, particularly for obligatory meals, provided for the Games workforce, Olympic Family members and athletes, and staff resources.

Fundamental to SOCOG's strategy was for the Australian catering industry to be responsible for service delivery. The Program's role was to scope the services to be undertaken, contract with the most suitable delivery partner, and then project-manage the Games-time operation. The food and beverage service within the Olympic Village was significantly different from that in other venues, in terms of dietary, nutritional and cultural requirements. It was therefore made the direct responsibility of the Villages Program, as was catering at the Media and Technical Officials Villages. Advice was provided by Catering Services on contractual and operational matters as appropriate.

15. The food served at the Sydney Games was chosen to reflect Australia's diverse cuisine

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As the Games-wide catering function was too large for any single catering organisation to undertake, the strategy was to select several Master Caterers to be responsible for the total service delivery across a number of venues. Catering companies with the potential capability, size, expertise and financial strength to undertake the role of Master Caterer were invited to register expressions of interest in specific competition and major non-competition venues. These venues were then grouped into clusters, according to operational and commercial considerations. Invitations to tender for the total cluster were offered to these selected companies. The strategy for tender was the provision of full service, including supply of equipment, for which a percentage rights fee would be payable to SOCOG.

Budget Assumptions and Development

A major focus for Catering Services was the provision of obligatory meals which the program negotiated at fixed prices.

The other element of the Program was the revenue element, from the provision of workforce meals to persons other than those involved with Games operation (bus drivers, contractors, etc.) and from the rights fees agreed with each Master Caterer as part of the contractual provisions.

The budget provision for obligatory meals was created using very broad estimates. Early indications were for 2000 permanent staff and 50 000 volunteers at Games-time, over periods of 35 and 12 days respectively. Adding a 20–25 per cent allowance for extended shift coverage resulted in a total requirement for this customer group in excess of 800 000 meals. These costs were reviewed in late 1998, when more accurate information was available on staff numbers at specific venues, and policies on the start date and duration of meal services were confirmed.

Meal projections for Olympic Family lounges were based on the anticipated lounge capacity at each venue. A budget cost estimate was established using these numbers and individual session needs for refreshments and main meals.

In June 1999, budgetary pressures resulted in a review of the standard of food and beverage services for the Olympic Family customer group. While morning and afternoon tea levels remained unchanged, lunch and dinner specifications were re-scoped to provide an acceptable, more cost-effective meal service. Forecast attendances were also refined using information from the 'Games Model', and corresponding budget adjustments made. Policies on staff meal services were revised in November 1999, providing a common start and finish date for all venues, and entitlements based on shift start time and duration. Any exceptions to this provision were reviewed on an individual basis.

Budget revenue calculations used forecast attendance data from the Ticketing Program and best-guess estimates of per capita spending, to derive revenue per venue, on which a catering fee was based. As Catering Services was also responsible for the Paralympic Games, a similar budget format was created for the Sydney Paralympic Organising Committee. Costs were assigned to this budget only where the expense

was directly attributable to the Paralympic Games operation, plus five per cent of the salary costs of key Program personnel. Regular executive reviews of the Catering Services budget required the Program to reduce the scope and unit costs of obligatory meals.

Sponsorship and Sponsor Products

Marketing sponsorship agreements were negotiated for a number of food and beverage categories. The details of these agreements needed to be considered by the caterers prior to contract finalisation, as there were numerous operational issues involved. While at the outset the sponsors wished to know likely product usage, it was not until caterers were appointed and menus developed that realistic consumption figures could be determined. In the absence of consumption data from previous Olympic Games, sponsors had to develop broad benchmarks for each customer group. Indicative menus were evaluated, portion sizes calculated and food quantities projected to assist sponsor suppliers in forecasting their production levels and lead times.

Several display days were organised for sponsors to showcase their range of products for the Master Caterers. These sessions provided the basis for further discussions, and clarified many supply and pricing concerns.

To ensure that the sponsorships returned maximum benefits to SOCOG, attention was paid to mechanisms for more precise product ordering, delivery, invoicing and valuing of sponsored product. It was also important to ensure that the caterers were not disadvantaged in having to use these products. It was understood that value in kind is not free and has to be effectively managed if it is to be budget-relieving. Part of this lies in clarifying where caterers are obliged to use sponsor products and reflecting this in the agreement.

Customer Database

A database was created to record relevant venue customer information. Details were entered by venue, sport, discipline and customer group and included start and finish dates for competition, number of sessions, number of people in each customer group, the type of meal service to be provided, the location for delivery and any general comments. Similar information was recorded for Paralympic Games events, and for the training venues if it was known. A summary spreadsheet which provided estimated customer numbers by venue and sport proved to be a much-used resource for many other catering-related applications.

Organisational Structure

The Catering Services Program structure began to take shape in late 1997 with the appointment of a Program Manager and two food and beverage specialists, supplementing the existing Planning Manager and administrative support. This provided a core management team to develop the broad operational strategies, policies and vision for the program. Nine Cluster Managers were appointed in early 1999, with further appointments of Venue Food and Beverage Managers progressively throughout 1999.



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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

The establishment of venue teams within SOCOG in 1999 and the appointment of Venue Food and Beverage Managers required that the core team structure be revised. The Program Manager remained responsible for the overall delivery of the Catering Services Program and was assisted by the Operations Planning Cluster Managers and Venue Food and Beverage Managers. These initially reported to the Program Manager, but were later transferred to the designated Venue Manager as venue teams grew in number. A reporting line back to the program manager was maintained to ensure consistency of approach in procedure and policy implementation, and to deal with all other broad operational issues. Financial, contractual and administrative support was included in the Catering Services Program.

Cleaning and Waste

In September 1999, responsibility for the Cleaning and Waste Program was transferred to Catering Services, which was retitled Catering and Waste Services. The scope of services for all venue cleaning and waste operations was revised, budgets reviewed and contracts tendered. Within the program's operations, the two streams of catering and cleaning remained separate and distinct. However, at the venue operations level, the Food and Beverage Managers took on the additional contract management responsibility for cleaning and waste, and were renamed Catering and Waste Services Managers.

Over time the Program was staffed by people with a variety of backgrounds and skills, supplemented by specialist consultant services as needed.



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CHARLES BUTCHER/SOCCO

16. It was essential for the Catering Program to be involved in the negotiation of the sponsorship contracts in the food and beverage category in order to ensure that operational issues were taken into consideration

17. Sponsors had the rights to outlets and branding in and around the Olympic venues as part of their sponsorship agreement



Reviews and Outcomes

In February 2000 OCA undertook a full review of the Catering and Waste Program that resulted in the Program being outsourced to OCA which oversaw the entire program but worked within the existing structure to ensure continuity.

Clustering of Venues

On-site catering was required at 40 venues, comprising 34 competition venues, three major non-competition venues; International Broadcast Centre, MPC and Sponsor Hospitality Centre and three food courts at the Sydney Olympic Park precinct. In addition, a meal service had to be provided to numerous other operations and training facilities. To optimise the number of separate catering contracts, these 40 venues were grouped into 19 clusters, based on the size and complexity of each venue, the location of the facility and the incumbent caterer. Some of the clusters were single large venues requiring multiple food and beverage services, others were groupings of smaller venues on the basis of proximity, allowing for the most effective application of resources.

Tender, Selection and Contract Process

The tender process was based on a comprehensive tender document that included the scope of services applicable to

each venue, a draft contract, various draft policies and venue-specific customer information.

Detailed responses were required on numerous qualitative and quantitative aspects. All tenderers were briefed regarding the format and content of the tender response required and to clarify any aspects of the documentation not fully understood.

Areas of qualitative assessment were:

- risk management capability
- performance standards
- subcontractors and suppliers
- equipment and production facilities
- innovation
- human resource
- management and operational systems.

From a quantitative perspective, responses were required on financial and pricing arrangements for all aspects of operations. Responses were assessed by a tender review committee which referred documentation to an Executive Review and Evaluation Committee which in turn forwarded recommendations to the SOCOG Board for approval.

The contracts were drafted as comprehensively as possible to fully specify service, including supply of equipment and utility services, to clarify responsibility for infrastructure.

The second stage involved identification and selection of subcontractors. Once the Master Caterers were appointed, the types of goods and services to be provided at each catered facility were determined.

The Master Caterer, with SOCOG's approval, was responsible for selecting the various concessionaires, food specialists and suppliers. Contract conditions between the Master Caterer and subcontractor mirrored those between SOCOG and the Master Caterer, particularly in the areas of risk management and service standards.

Test Events and Observations

Test events held between September 1998 and mid-2000 provided the Catering and Waste Program with the opportunity to evaluate and refine its procedures and policies. They also enabled the Master Caterers to review their operational parameters under simulated Games-time conditions. Major outcomes from these test events requiring further action included: accuracy and timeliness of contractor staff accreditation; effectiveness of job-specific training for casual staff; refinement of the staff meal ordering system to accurately reflect entitlements and shift information; compliance with health authority requirements and the standard of venue pre-cleaning.

It was also necessary to manage sponsor expectations for these events as the venues were often not 'clean', with existing product arrangements still in place, making the situation different from Games-time.

After the test events performance was reviewed to examine issues which might arise during the Games, develop response mechanisms, and clarify roles and responsibilities.

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18. The Games left footprints throughout the city, with venues spread around Sydney, and road events engulfing residential areas. To help maintain a clean appearance, the City of Sydney ensured enough cleaners were at hand to empty bins and clean streets and footpaths

ROGER SCOTT/SOCOG

Observing major sporting and non-sporting events in the years leading up to the Sydney Olympic Games was also helpful in setting strategies for the Games, as well as identifying areas of risk and elements to avoid. These events included the 1996 Atlanta Olympic Games, the 1998 Kuala Lumpur Commonwealth Games, the Australian Formula 1 Grand Prix, various state agricultural shows and major horseracing, golf and tennis tournaments.

External Interactions

It was important for the Catering and Waste Program to maintain close interaction with many external organisations. These included OCA, the Olympic venue landlord; the NSW Department of Health, in terms of regulatory and compliance issues; local councils; sports nutritionists and many locally based food service companies.

The issue of liquor licensing was of major importance, and here catering worked closely with the NSW Department of Gaming and Racing, the responsible government agency. Catering was also represented on a Liquor Consultative Committee, convened by Olympic Security Command Centre (OSCC), and responsible for developing strategies to address liquor consumption concerns on a metropolitan-wide basis. In late 1999, the NSW Parliament passed legislation providing for a system of temporary liquor licenses for the duration of the Olympic and Paralympic service period. This overcame the many problems involved in using existing licenses. At most venues the SOCOG Venue Manager, appointed the licensee, was required to undertake training in Responsible Serving of Alcohol, and had overall venue responsibility for ensuring compliance with all sections of the liquor legislation.

Relationships were also formed with external organisations such as the Olympic Business Information Service (OBIS) and

the Olympic Commerce Centre (OCC), which had established registers of parties interested in supplying catering related goods and services. Close associations were also maintained with Industrial Supplies Offices (ISO) and State Development Offices in other Australian states, which were responsible for promoting the involvement of state-based suppliers. Regular presentations were made to these organisations, and to the Restaurant and Catering Association, to update the industry on the status of contract tenders, caterer appointments and supply opportunities.

Reporting Systems

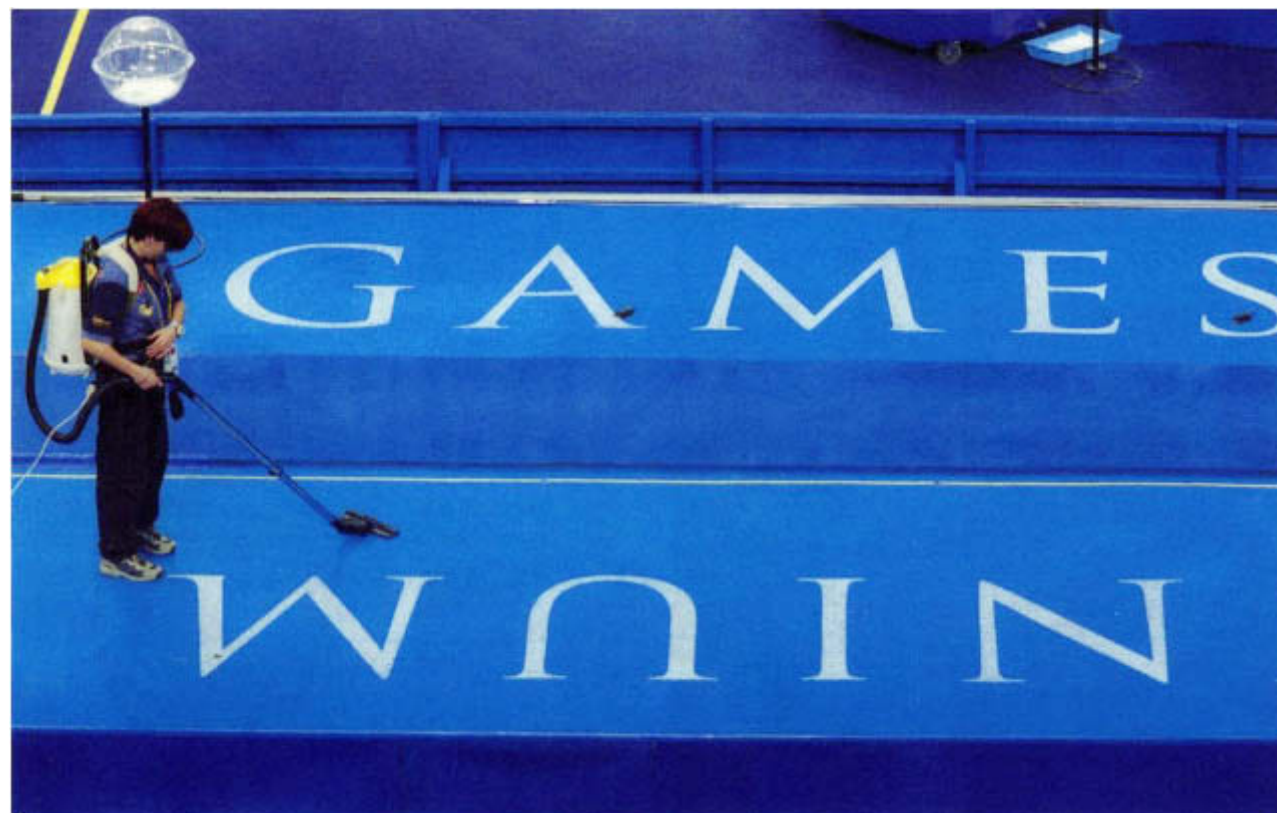
Financial

Catering had budget responsibilities relating to both expenditure, predominantly staff and obligatory meal costs and revenue, catering fees based on a percentage of gross sales, and required an effective system to report on these two elements at Games-time by venue and day. A reporting format was developed and trialled during several test events. It involved establishing a forecast expenditure for the total event by line item for each day and revenue forecasts based on estimated attendances and per capita spends. Each day expenditure and revenue documents, compiled into venue, were faxed to the Catering Functional Area Command. At Games-time this information was collated by the Program's financial support section, and relevant management reports produced.

Operational

Two further documents were developed for performance measurement and incident reporting. The performance report indicated the standard of venue catering and cleaning for each customer group compared with the contract expectation. The incident summary described the affected area, the operational and financial impact and the status of issue resolution. Where significant incidents occurred, detailed reports were

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DONALD MPALLE/ALLSPORT



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ROGER SCOTT/SOCOG

19. Cleaners gather up waste left by spectators after sessions at the Olympic Stadium
20. A Cleanevent contractor vacuums the gymnastics arena in the SuperDome. More than 1200 Cleanevent staff worked around the clock before and during the Games

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EZRA SHAWALLSPORT

attached. Resolution was generally effected at the venue level, or by the Catering Functional Area Command Daily incident summaries were prepared for the MOC for information or action as appropriate.

Major Issues

A number of important matters required resolution in the months prior to the start of the Games catering period. These included the finalisation of obligatory prices and public prices.

Obligatory Prices

The final date for setting obligatory prices had been set at 31 July 2000, but every effort was made to lock down prices earlier to ensure that forecast expenditure remained within budget provisions. This required a thorough examination of all Master Caterers' submissions, as there was a tendency for meal prices to increase. Meetings were held with all caterers to determine where increases had occurred and reach final agreement.

Public Prices

Catering timeline milestones required all public prices to be submitted for approval. Prices for the most common items such as cans of drink, ice-creams and packets of hot chips, were compared across all venues and equitable prices established. It was desirable to have common pricing across all Olympic venues, but this was not always possible because of different costs in some facilities. The caterer at the Equestrian Centre, for example, had to provide a total temporary overlay. A public survey indicated a general expectation of premium pricing for large-scale events, but on the other hand sponsor suppliers were concerned that high prices at Games-time would reflect badly on their organisations. Master Caterers recommended prices for key product lines that were, in most cases, in excess of current special event prices.

A strategy was developed for the release of public pricing information, structured to ensure that the reasons for the higher pricing levels were fully understood, and prices for the major food items were disclosed at a formal media presentation one month prior to the start of the Games. Nevertheless, consumer reaction was particularly antagonistic to the notion that no food was to be brought in by spectators. The situation was eased by a policy change to allow spectators to bring with them a limited range of food items.

Sponsor Branding

Major sponsors in the food and beverage category wished to maximise their branding presence at Games-time. This often conflicted with SOCOG's Look guidelines. A number of issues were referred to the IOC for adjudication to reach an acceptable result. These matters required careful handling as they often involved interpretation of words in agreements which were not clear as to operational impacts.

Accreditation for Sponsor On-site Activities

Briefings were provided to all sponsor organisations that had on-site activities to perform. They were required to submit operating plans indicating the total number of staff to be

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ROGER SCOTT/SOCCO

21. Catering in the Olympic Village was handled by the Villages Program, as it was considered a separate task due to its size and special requirements. An army of chefs was hired to work in the Village, where eight semi-trailers of food were unloaded every day

22. In the bowels of Stadium Australia, staff are preparing food for the various outlets in the venue. Master caterers were selected for each venue and specific agreements negotiated

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ROGER SCOTT/SOCCO

23. In the Olympic Family lounge at Stadium Australia, guests line up to taste the variety of foods on offer

accredited, a description of their operational role, as well as the number of people at each venue at any one time. In most cases a two-part accreditation system was applied, giving the sponsor maximum flexibility of staff utilisation.

The process involved meetings between Sponsorship, Accreditation and Catering and Waste Programs to validate the on-site operations plan, with the final recommendations on numbers being approved by the space 'owner', such as IOC Relations and Protocol Program for access to Olympic Family lounges at venues.

Use of Value-in-Kind Product

The Catering and Waste Program had to develop strategies for delivering the best catering outcome but at the same time utilising the value of value-in-kind (VIK) products.

The mechanism for integration of value in kind product should be agreed at an early stage, and wherever possible included in both the catering and sponsorship agreements. Rather than establishing elaborate procedures to monitor product usage at Games-time, a more effective system is for the Organising Committee for the Olympic Games (OCOG) and sponsor to agree the likely usage and value of product, covering all customer groups, and for the sponsor to pay the OCOG the equivalent cash amount. Product supply then becomes a normal commercial arrangement between caterer and sponsor.

The caterers will be most concerned about the cost of products from the sponsors, particularly where no existing supply arrangements are in place. Sponsor agreements need to include relevant clauses defining the terms and conditions of supply, including pricing references such as normal trading terms or best wholesale prices.

From the Master Caterers' perspective, they need to know as early as possible the list of sponsor suppliers, in order to ensure that their total product needs are guaranteed. In the case of Sydney 2000, late advice of new sponsors caused considerable adverse comment from caterers who had already negotiated supply agreements from alternative sources. There needs to be a cut-off point after which an OCOG's sponsorship program does not pursue additional sponsorships in the food and beverage category. This should be no later than nine months prior to the Games.

One sponsorship issue which needs careful consideration is that of Coca-Cola VIK. As this is an Olympic Partners (TOP) sponsorship negotiation, the OCOG is subject to a predetermined allocation of cash and VIK. It is essential to include all of the cost components to deliver the required service, such as product supply, distribution and replenishment, equipment, servicing and infrastructure, in order to ensure that the right balance of cash and VIK is preserved. Contracts should also include a minimum guaranteed payment, which the Master Caterer is required to pay the OCOG regardless of the level of sales. Ideally this should be at least 50 per cent of the total projected rights fee. It should be clearly understood by the caterers that the OCOG does not guarantee the number of patrons attending each event and therefore will not underwrite the caterers' gross sales.

Catering Deliveries

The majority of deliveries into venues and Villages were catering-related. All movements were listed on the Master Delivery Schedule managed by Venue Logistics personnel. Each night at Sydney Olympic Park during the Games, 500 truck movements delivered 3000 pallets of catering product. To facilitate operations a Vendor Certification Scheme was also introduced. Vehicles were security-sealed at an external source to allow minimum security checking at the venue marshalling area and maximise throughput of vehicles.

Key Issues at Games-time

A number of operational aspects arose during the course of the Games which required resolution:

- caterers' sales were less than projected in many venues. SOCOG response included introduction of frequent public address announcements advising patrons of the location of food outlets, better directional signage and increased numbers of vending carts to facilitate access to services
- protection of sponsor branding remained an issue. Many caterers had retained products from their out-of-Games-time suppliers who might not have been Olympic sponsors. Occasionally some of these items found their way into concession outlets. The SOCOG Catering and Waste Manager would address the matter with the caterer concerned to have the products removed. Instances also occurred arising from the limited branding rights of particular sponsors, where these conflicted with the rights

Serving the Games

Volume One
Chapter Three



24. Food deliveries had to be scheduled through the Logistics Program. They were sealed for security reasons at their departure point, making it easier to control arriving goods at the venues
25. Catering for sponsors and their guests in hospitality lounges and the Millennium Marquee accounted for 500 000 meals at the Sydney Games



24
BENJAMIN BERNHEK
SOCOG



25

MATT TURNER/ALLSPORT

Serving the Games
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26. An army of cleaners pick up the rubbish left by thousands of spectators at an athletics events in the Olympic Stadium

of TOP. Some TOP sponsors raised objections even to minor infringements of their rights, and a lot of time was spent during Games-time managing these branding matters

- several caterers performed poorly in the first few days of the Games, most problems involving shortage of staff, insufficient staff training, loss of accreditation passes, delays in finalising concession equipment and appearance, and non-delivery of financial information as specified in their contract. These matters required a significant effort from SOCOG's Catering Management both from Functional Area Command and Venue Catering Operations, and required regular venue walkthroughs and detailed on-site discussions with caterers
- after the Olympic and Paralympic Games finished, there were many administrative obligations to complete. Catering and Waste Managers provided documentation relating to the operation of their venue, including detailed cost and revenue information. A small team remained for six weeks after the Paralympic Games to finalise invoices for cleaning services, payments from caterers,

reconciliation of VIK, particularly where cash payouts to SOCOG were involved, completion of reports and sign off catering-related contracts which were not subject to continuing legal action.

Games-time catering statistics

Estimated total meals	13 million
Public catering outlets	700
Boxed meals for athletes and workforce	210000

Olympic Village Catering Statistics

Milk	75 000 litres
Eggs	19 tonnes
Cheese	21 tonnes
Loaves of bread	25 000
Seafood	82 tonnes
Poultry	31 tonnes
Meat	100 tonnes

Cleaning

At an eventual cost of A\$17 million, cleaning was by the far the most expensive component of the cleaning and waste management budget. The Catering and Waste Program was responsible for the planning, operational development and management of cleaning for venues and Villages at the Sydney 2000 Olympic Games. As was the case with waste management, OCA became responsible for the Games-wide delivery of the cleaning function in March 2000.

While the early focus and scope of the program specifically related to venue responsibilities, OCA extended cleaning 'outside-the-fence' to those areas immediately adjacent to the perimeter of the venue and other areas with an association to the Games. This issue was managed through consultation between SOCOG, OCA and local government.

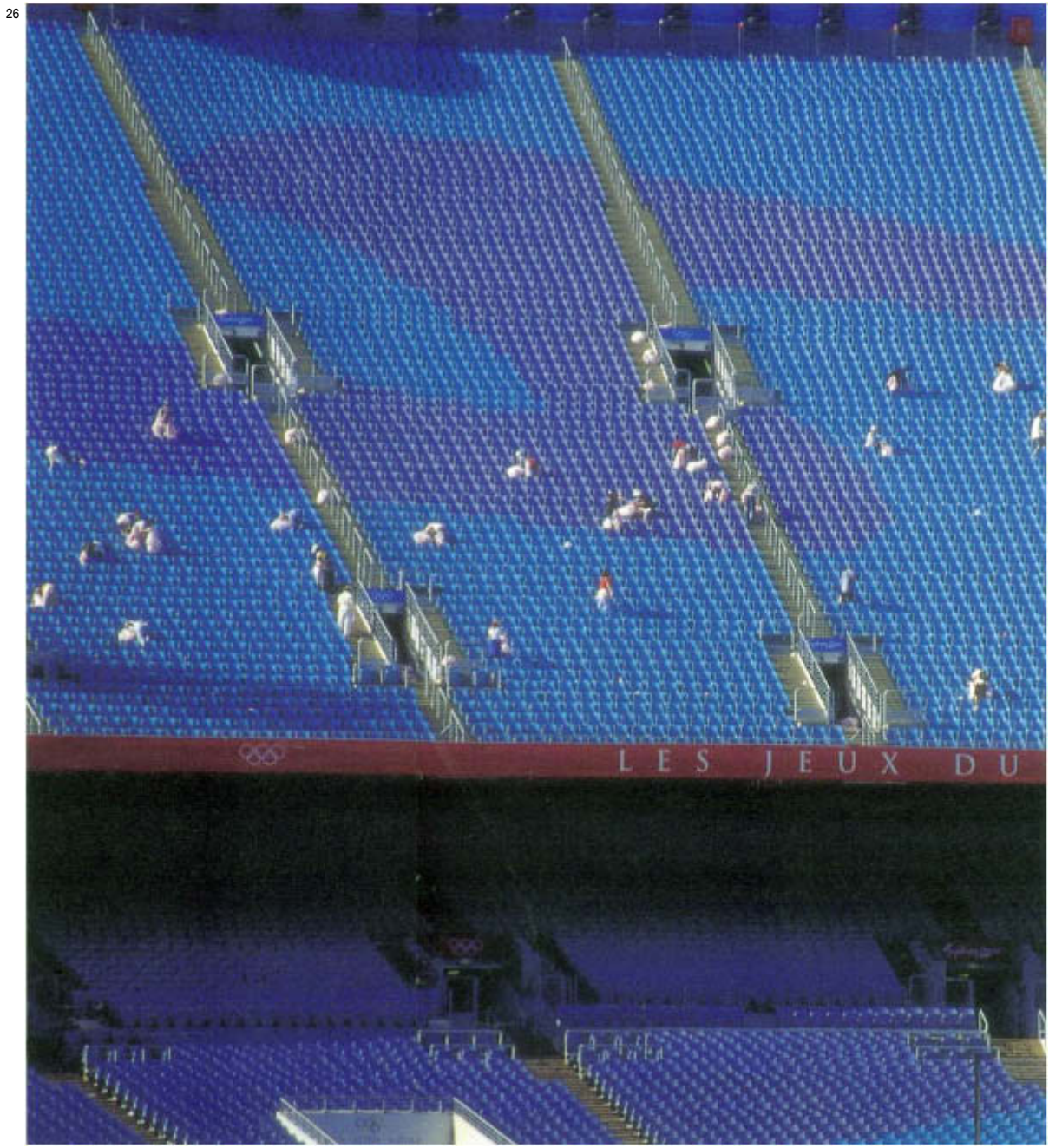
No bid commitments or IOC guidelines specifically regulated standards of cleaning for the Games. Only broad standards were developed as part of the service levels attached to each cleaning and waste management contract. Service levels differed across venue types; for example, the standard of cleaning was more rigorous for competition venues than for training venues.

Sponsor and Service Suppliers

Commencing in 1998, two rounds of tenders were invited for cleaning contracts. Neither round provided a satisfactory outcome of price matched to service level. To some extent there was a lack of experience in venue cleaning, with most of the industry focusing on the office market. In the end two companies, Cleanevent and Prestige Cleaning, cleaned all the competition venues and other companies contracted for non-competition venues.

Games-time Operations

Before venues were occupied for Games-time, Sydney 2000 staff in conjunction with the appointed cleaning contractor and the venue owner performed a cleaning audit to agree upon and record the venue's condition at that stage. This was the



CHARLES BUTCHERS/SOCOG

benchmark condition in which Sydney 2000 was required to return the venue to its owners at the end of the rental period.

Catering and Waste Managers located in each venue were responsible for the day-to-day management of the provision of cleaning, interfacing with contract representatives and venue management.

At competition venues a dedicated venue cleaning team undertook light cleaning throughout competition sessions, including emergency-response cleaning as required. More comprehensive 'turnover' cleans took place between sessions.

This involved the cleaning of all areas of the venue, especially the public areas, to ensure the venue was in an acceptably clean state before the next session started. The most thorough clean for the day followed the final session. It finished prior to the venue opening for the first session the following day.

Of critical importance was the cleaning interface to the Integrated Waste Management System. It was essential that waste from the cleaning process was streamed to deliver the highest recycling outcomes. Cleaners were required to ensure that bins did not overflow and force patrons to place product in the wrong stream.

Staffing

Procurement of contract cleaning staff was a key issue. The already limited cleaning and waste management workforce pool for Sydney was further constrained during the Games by the increased cleaning and waste work generated by other Sydney businesses, and the fact that volunteers did not fill cleaning and waste jobs. The use of volunteers as cleaners has been attempted in past Games but the high attrition rate creates problems and Sydney 2000 decided against this option.

CleanEvent, other contracted cleaners and Adecco, the SOCOG sponsor employment agency, undertook cleaning staff recruitment. SOCOG's Games Workforce Division monitored the submission of accreditation applications to ensure that staff in the required numbers with a sufficient level of experience was being recruited.

Key Issues at Games-time

A number of operational issues arose during the course of the Games which required resolution:

- close monitoring of waste streaming was required as there was a tendency to mix waste in order to achieve the cleaning of venues within restricted timeframes
- planned service levels were found to be inadequate and several variations to contracts had to be made to achieve the appropriate level of cleaning. This had major cost implications with Games-time variations representing a 10 per cent increase in budget
- service level agreements did not allow for qualitative analysis, particularly in relation to end product results
- compostable bags were not required due to changes in the waste management.



27

ROGER SCOTT/SOCOG



28

DONALD MIRALLES/SPORT

26. CleanEvent staff, who dubbed the Olympic period Camp CleanEvent, were responsible for spotless venues
27. During the Games, visitors threw away 20 million disposable cups and plates and used 33 000 kilometres of toilet paper, but due to the tireless efforts of the cleaning staff, Sydney presented itself perfectly clean





4

DELIVERING THE MESSAGES



Sydney

Welcomes the World





SYDNEY 2000 COMMUNICATIONS

From 1997 to 1999, the principal communications agencies for Sydney 2000 – SOCOG, the Olympic Co-ordination Authority (OCA), the Olympic Roads and Transport Authority (ORTA) and the Olympic Security Command Centre (OSCC) – maintained largely stand-alone media and public communications capabilities. Much of the proactive media and public communications were announcements of the achievement of key milestones such as commencement or completion of a venue or the provision of significant key but broad messages to the community such as the major bus routes for the Olympic Games and promoting community awareness of and interest in the Games.

A significant initiative was a 'roadshow' put on by OCA which during 1997 and 1998 took the story of the Olympic venues construction program, the plans for Sydney Olympic Park and the environmental proposals for the Games to all major regional centres in rural New South Wales.

For major transport test events and for the opening of major Olympic facilities and venues, the agencies, particularly OCA and ORTA, adopted a cooperative approach and coordinated their communications and media strategies. This was particularly evident for the 1998, 1999 and 2000 Royal Easter Shows, and for the first 100 000-plus crowd at Stadium Australia, the Rugby League Double-Header of March 1999. The Royal Easter Show model provided the basis for the Sydney 2000 Games-time public communications success at sending and targeting messages.

SOCOG's communications and community relations strategy, supported by its media strategy, was initially focused on informing and inspiring Australians to embrace Olympism and to further build support for the Games. These activities were linked closely with the Marketing and Sponsorship Program and also with specific campaigns relating to Volunteer Recruitment, the torch relay and, eventually, ticket marketing.

Elements of the broad program included a National Education Program in schools, the preparation and distribution of brochures and literature, a Speakers' Bureau largely volunteer-based and available to speak at community functions, a multicultural program and support to sponsors through community-based events. These activities were backed up by a centralised store of public information through a system known as Athena, which was used by SOCOG's Call Centre and generally by staff as a reference point for consistent messages.

Support to major milestone announcements, particularly in relation to the engagement of sponsors and the launch of consumer products such as the three mascots, Syd, Olly and

Millie, was a key element of SOCOG marketing and general Games promotion in the public mind. The AMP Ignite the Dream Tour which visited centres across Australia was a major initiative in building Olympic support. Broadly based consumer products such as Volunteer Recruitment, the torch relay and ticket marketing were key communications and marketing activities in their own right. More detail is provided in the Community Relations section of the report.

The Ticket Marketing Program, established late in 1998, was responsible for the promotion, marketing and sales of approximately five million tickets to the Australian public with a total revenue target of over A\$300 million. The major functions included developing all ticketing communications – paid advertising, public relations, events, Internet site and Call Centre, and developing and distributing direct marketing materials and brochures.

The Program's major achievement was the successful delivery of the first public ticket offer on 30 May 1999. The ticketing book was positively received, with market research indicating over 90 per cent of people found it easy to use, resulting in an extremely low error rate in filling it out. Over 9 million copies of the book were distributed, largely through News Ltd newspapers, providing all Australians with several opportunities to access it. A major promotional drive accompanied the public offer. This included a range of advertisements developed to educate and excite, an integrated public relations plan and a series of high-profile media announcements.



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1. The 'Welcome the World' program was launched at Customs Square
2. A Share the Spirit Art Program was conducted in schools around Australia. Erin Hetherington's painting won the national prize in 1999
3. Mascot Millie and students launch the first edition of O-News



SOCOG

3

ANNABEL MCELLERS/SOCOG



Regrettably, fundamental flaws in the information provided to consumers and the inability to provide effective customer services, together with a range of other issues discussed elsewhere, prompted a huge public and media backlash against SOCOG and the Olympic ticketing program. This created communications issues to be managed during the subsequent enquiry and report to the NSW Parliament on Olympic ticketing.

The Strategy

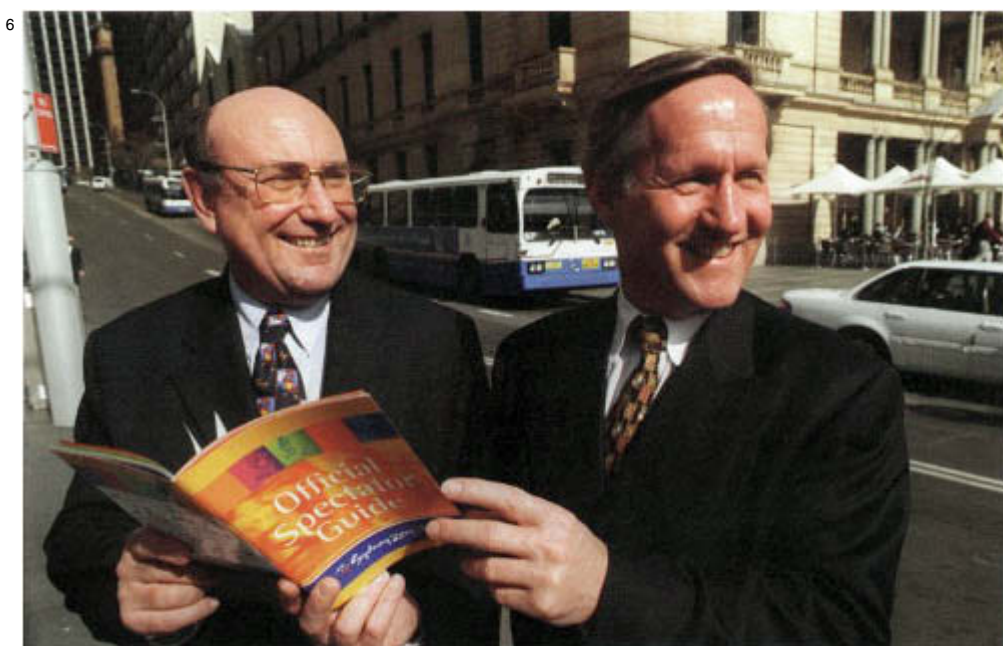
As all agencies moved towards operational readiness in late 1999, it became apparent that a more coordinated communications approach was necessary. A decision to unite all communications under the single brand of Sydney 2000 was sponsored by OCA and approved by the Games Coordination Group (GCOG) and the Executive Communications Group in December 1999. A fundamental tenet of this decision was recognition of the importance of coordinating all media-based key messages and activities with broader or specific-audience public communications activities.



A new entity, Sydney 2000 Public Communications, was formed from the communications staff from the three major Olympic agencies, OCA, ORTA and SOCOG, and was headed by the Senior Director Media OCA and the Director Strategic Communications ORTA. The merged media information staff of SOCOG and OCA were co-located at SOCOG headquarters under the SOCOG General Manager Media.

Because of the specialised nature of transport media information, the ORTA media office remained in a stand-alone capacity, although it followed the same overall media and communications plan.

All media and public communications materials produced on or after 1 March 2000 were produced under the Sydney 2000 brand, and all news media inquiries were directed to a single Sydney 2000 point of contact.



An audit of all publications and public communications planned or under way across the three agencies was conducted. The structure of the Sydney 2000 Communications team was based on teams of multi-disciplined communications specialists both media and public communications working in 'clusters' on specific projects based around: spectator information ticketed and non-ticketed; local communities; travel demand; the environment; Welcome the World/City Celebrations; road-based events such as the marathons; ticketing; and providing support, when required, for media and public communications to Sponsors and other key stakeholders, Olympic Family, Volunteers, Workforce and other Programs.

In August 2000, following consultation with the Australian Olympic Committee, Olympian Liz Smylie was appointed to the new position of Chief Spokesperson for Sydney 2000. Ms Smylie hosted all major Sydney 2000 press briefings at the Main Press Centre (MPC) before and during the Sydney 2000 Games, working closely with the Press Chief in charge of the MPC. She also attended the daily GCOG and Games Coordination meetings during the Games before hosting the 11am briefing at the MPC.

During the Games an Olympic Communications Centre (OCC) was established and located adjacent to the Main Operations Centre (MOC) at SOCOG Headquarters but did not report to the MOC. Rather, the OCC reported direct to the Director-General Sydney 2000, and through that office to the President of SOCOG and Minister for the Olympics. OCC coordinated and managed all Sydney 2000 public communications in the lead-up to and during the Games.

The centre commenced 24-hour operation on 1 September 2000 and continued in operation until the first week of October. It acted as the principal clearing house for all media and public communications, and provided the strategic direction for all media and public communications activities. The OCC acted as the principal point of telephone contact for both local and international news media and generated most of the written press materials generated during the Games. OCC also acted as the clearing house and point of co-ordination for: all Sydney 2000 communications, and all NSW Government Olympic-related communications.

The OCC liaised closely with the Transport Operations Centre (TOO, and with the ORTA media liaison staff stationed there. All previous ORTA public communications staff had worked from the OCC. Although the TOC maintained a media information capability, any public communications dealing with transport information at Games-time were produced via the OCC. The OCC provided a desk for the Federal Government, and this single point of liaison provided a valuable source of coordination for information which extended across multiple agencies, for example, in relation to activities at Sydney Airport regarding customs and drug matters.



DALLAS KILPONENTHE SUN HERALD

Prior to Games-time, it was recognised that the various Olympic agencies had generated a wide array of previously approved public materials in the form of media releases, parliamentary briefings and public documents. Staff at the OCC used this material as the basis of Sydney 2000 Olympic Information Compendium, which was developed and distributed to all Venue Press Managers (VPM) and other press operations staff who were likely to come into contact with the news media. The Compendium allowed all personnel to easily answer common media questions without the need for initial research or approvals. The OCC also developed and distributed a media policy to all VPMs to provide guidelines for the provision of non-event information to the news media, including approvals processes.

Activities within the OCC were directed by a Strategic Media Team of three. Two of these personnel attended the daily GCOG briefings chaired by the President of Sydney 2000. Media and public communications was a standing agenda item for GCOG. These personnel accompanied members of GCOG to the daily IOC coordination commission which followed before accompanying the Sydney 2000 official spokesperson to the daily media briefing at the MPC. The clearing-house role of the OCC and the strategy of not being diverted from the main topics proved to be highly successful.

The Plan

A comprehensive communications plan was developed for the lead up to the Olympic Games, including the torch relay, throughout the Olympic Games and then through to the completion of the Paralympic Games. This plan was approved by the Executive Communications Group on 17 May 2000.

The size and scale of the Olympic Games generates activities of scale in the communications area, as elsewhere. For example, Sydney 2000 produced and distributed one million *Spectator Guides*, and 1.8 million *Olympic Neighbourhood Guides*.

In the years leading up to the Games, public communications had played a major role in helping shape the attitude of Sydney people to major event transport and, in particular, to Olympic transport.



GRAHAMIE MCCONNELL/SOCOG

4. Opposite page: ORTA staff hand out transport information during the One Year to Go celebrations at Darling Harbour
5. Opposite page: Sydney 2000 press briefings were held daily at the MPC before and during the Games
6. Opposite page: Sydney 2000 Director General, David Richmond and ORTA CEO, Bob Leece launch the Official Spectator Guide for the Sydney Olympic Games, a major initiative of the Sydney 2000 Communications group
7. The One Year to Go celebrations, held at Darling Harbour, showed the growing community support
8. The Welcome the World program included Olympic education for taxi drivers. A radio competition 'cabbie of the week' also promoted a positive attitude to the Games among the often skeptical drivers



MARK CRAWFORD/SOCOG

The Green and Golden Bell Frog, symbol of the environmental initiatives of Homebush Bay, also became the symbol branding all ORTA advertising. In conjunction with OCA, ORTA ran major public information campaigns for all public transport test events in the three years prior to the Games. The reason for the high level of public communications activities was simple - for the Royal Easter Shows conducted before the Show's move to the Homebush Bay site, less than 40 per cent of patrons had used public transport.

For the Olympic Games, 100 per cent of spectators had to travel to Sydney Olympic Park by public transport. For the three Royal Easter Shows held at Sydney Olympic Park prior to the Games, public transport routinely carried in excess of 90 per cent of patrons by public transport.

In addition to targeting people travelling to the Royal Easter Show, major communications campaigns were developed to address specific pre-Games targets. A long and intense campaign targeted the business community and commuters with the intent of encouraging large numbers of people to consider changing their everyday travel habits during the Games. The Travel Demand Management Campaign extended over 14 months, and included production of a special kit, *The Olympic Transport Action Plan for Business*, of which more than 14 000 copies were distributed. Between January 1999 and August 2000, more than 450 businesses were briefed as part of this campaign.

More specific campaigns were directed towards the needs of courier and delivery drivers in the city, taxi drivers, restaurant and retail trading hours and the operation of food courts. Other campaigns focused on the information needs of people living near roads which carried Olympic Road Events.

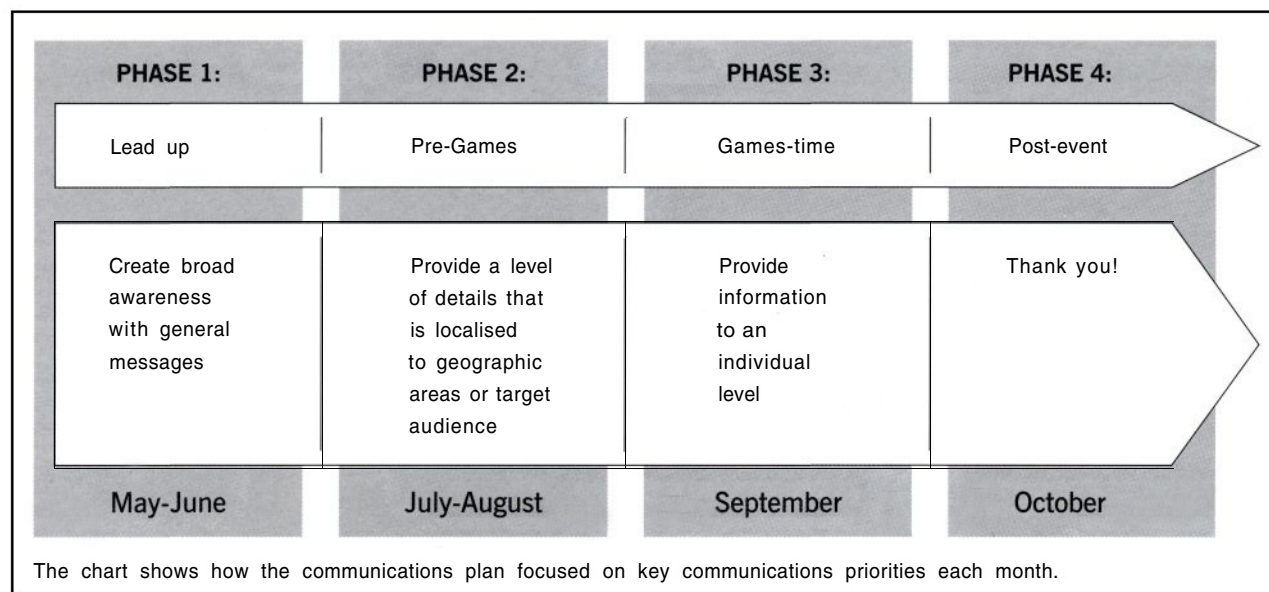
Communications action teams, comprising relevant personnel from the Olympic agencies and key government agencies, were developed to address important or topical communications tasks. These teams packaged all media and public communications for specific topics ranging from the staging of Olympic Sailing test events on Sydney Harbour to the construction and operation of the Beach Volleyball Pavilion at Bondi Beach.

Following the establishment of Sydney 2000 in early 2000, all public communications staff were co-located at SOCOG Headquarters. This group's first action was to conduct an audit of all planned communications and, based upon that audit, to produce a unified communications plan to cover all agency activities. This plan also amalgamated and enhanced a number of previous communications strategies into a single strand of communications, such as the Welcome the World Campaign.

Key Communications Priorities

LEAD UP		PRE-GAMES		GAMES-TIME	POST-EVENT
May	June	July	August	September	October
Ticketing (May 7)	Ticketing	Ticket sales and delivery communications	Ticket sales and delivery	CBD (Olympic Live Sites, torch relay event management)	Thank you and Legacy
Travel demand management	Torch relay in regional Australia	Torch relay in regional Australia	Travel demand management (commuters)	Travel demand management (commuters)	Bump-out
Welcome the World and Torch relay commence	Olympic Neighbourhood (venue surrounds)	Olympic Neighbourhood (venue surrounds)	Spectator and transport information	Spectator and transport information	Issues management
	100 Days to Go promotion	Welcome the World 'On Your Marks Day'	Torch relay	Welcome the World 'Wear Your Wattle Day'	Paralympic Games
	Travel demand			Environment	

9. The three mascots, loved by children, had the mission to inspire, entertain and inform people, encouraging them to embrace the Sydney 2000 Games



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Objectives

The Sydney 2000 Communications Plan had both primary and secondary objectives.

The primary objectives were to:

- deliver essential information to specific target audience groups
- ensure appropriate levels of attitudinal change amongst target groups
- obtain maximum benefit from Sydney 2000 resources, including sponsorship opportunities, and
- manage contentious issues in the public domain.

The secondary objectives were to:

- re-ignite interest in and support for the Games
- provide information and leadership to business to encourage cooperation at Games-time
- communicate fully with residents and businesses in localities affected by Games activities
- encourage people to participate in the Games
- provide people with information, particularly on transport, to ensure their Games experience was enjoyable, and
- provide key stakeholders and influencers with the information they required to successfully fulfil their responsibilities.

Target Audiences

The communications from Sydney 2000 were designed to target a number of primary and secondary audiences.

The primary audiences were:

- spectators – ticketed, this covered non-ticketed and tourist access
- communities – residents and businesses near venues and in the urban domain
- business, including commuters, for travel demand management
- potential ticket buyers
- volunteers and paid workforce
- Olympic Hosts

- Olympic Family – athletes, IOC, NOCs, officials
- the media – broadcasters and journalists, and
- the people of New South Wales.

The secondary audiences included: venue operators, the service industry and stakeholders – sponsors, government, partners, environmental groups.

Key Messages

The communications plan included a mix of key emotional and rational messages; such a mix is very important in achieving attitudinal and behavioural change.

The emotional messages were:

- Being at the Games will be a lifetime experience
- Join with Sydney in celebrating the Sydney 2000 Games – there's so much to see and do
- It is important for you to be part of the Sydney 2000 Games team
- Be part of welcoming the world to Sydney, and
- Be proud of the show Sydney is putting on.

The rational messages were:

- Plan ahead for the Games
- This is how the Games will affect you – you can help to minimise disruption
- Here's how to play a part in the Sydney 2000 Games
- Here's how you can easily get to and from Games activities
- Here's everything you want to know on your particular area of interest, and
- There are still seats to the Games – here's how you can get one.

Strategic Approach

The strategic approach was to break the time period between implementation of the communications plan and the end of the Games into four distinct phases. This approach was designed to communicate key messages to target audiences at times when they were most relevant to the audience, and when the audience was therefore willing to listen, and at its most receptive.

10



GREG GARAY/SOCCOG

11



GREG GARAY/SOCCOG

10. Di Henry, Manager of the Sydney 2000 Torch Relay, is interviewed along the route. The torch relay was the focus of media attention before the Games, building up the excitement in communities around Australia

11. The release of the torch relay route helped raise public and media interest prior to the Games

Games-time Communications Function

At Games-time the Sydney 2000 Communications Team staffed the OCC based at Games Headquarters (GHQ). Additional staff for the OCC were deployed from the media relations units of NSW government departments and the City of Sydney. The OCC operated three shifts per day on a 24-hours-a-day basis, with shift starts at 5 am, 1 pm and 9 pm. An average of 25 personnel were required to adequately staff each shift.

Reporting on a day-to-day basis to the Director-General Sydney 2000, the role of the OCC was multi-faceted:

- ensure provision of coordinated Sydney 2000 communications across all communications channels
- provide a coordinated link between the media/public communications outputs of the MPC, the Sydney Media Centre, the TOC and other Olympic command centres and the communications channels
- provide the central point for issues management across the NSW Government at Games-time
- provide GCOG with timely and pertinent advice on media and public communications matters
- coordinate all NSW Government communications
- act as a liaison point for joint NSW/Federal Government communications
- issue media statements and public communications on behalf of GCOG

- monitor and address emerging communications and media issues
- provide the advertising and publications support services to Sydney 2000 at Games-time
- provide information and publicity on the operation of the CBD, particularly the Olympic Live Sites
- provide the principal link between Sydney 2000 and the Sydney Media Centre.

Functions within OCC were divided into four core areas: media; electronic (i.e. Web sites, call centres); public information (i.e. Infoboosts, Olympic Live Sites, Westfields); and stakeholder information management. Overall operation of OCC was led by a senior management team of three, and each shift was led by a Chief of Staff reporting to the senior management team.

The Communications Manager Ticketing Sydney 2000 remained with the Ticketing Operations Group and provided media and public communications support services to ticket marketing via OCC.

Public Information

The Public Information team was responsible for the production and distribution of two public information bulletins daily, at 7 am and 4 pm. The purpose of the

bulletins was to enable staff and volunteers to correctly and quickly respond to spectator queries. Update bulletins dealing with urgent matters were issued outside these times as required.

These bulletins were issued to: Web sites; GamesInfo booths; Venue Operations Centres; call centres; and all relevant hotels and motels throughout New South Wales.

The Public Information team was also responsible for all advertising during Games-time. Radio and newspapers were used to carry messages about ticketing, transport, Olympic Live Sites, waste minimisation and a range of how-to spectator information and tips.

Copies of all advertising materials were provided to the Sydney 2000 Games Infoline, the Transport call centre, and the websites gamesinfo.com.au and olympics.com.

During Games-time the team also prepared additional scripts for public announcements at venues and for on-screen messages at the Olympic Live Sites.

Stakeholder Information

The Stakeholder Team maintained an overview of public communications activities and ensured that stakeholders were kept abreast of public communications developments.

The team handled complaints regarding operational matters such as resident parking permits and was responsible for the operation of the transport GamesInfo booths, and for liaison with stakeholders, who included: local councils; local communities/residents; businesses affected by the Games; Volunteers (particularly bus navigators); staff; and the Western Venues liaison centre at Blacktown Roads and Traffic Authority.

The overall operations of the Olympic Communications centre proceeded smoothly for the duration of the Games. Several key staff were drawn from the Centre to form a critical issues team which was temporarily based at Sydney Olympic Park. This team, led by the Senior Director Media OCA, developed and implemented a media and public communications strategy to address the special demands raised by the crowds in excess of 400 000 on certain peak days. The communications strategy was developed in conjunction with plans being finalised by Common Domain event staff and OSCC staff. It focused on direct, simple messages to spectators to manage expectations about conditions they would encounter on the site as crowds reached their peak. This strategy proved to be successful.

Overall, the Olympic Communications Centre produced 141 media releases and notifications during the Olympic Games, and a total of 360 advertisements in newspapers (207) and radio (153) during the Olympic and Paralympic Games.

The Sydney Media Centre

The Sydney Media Centre (SMC) was a central media base designed to service all national and international media in

Sydney for the 2000 Olympic and Paralympic Games. The Centre was an Olympic-related first, providing services to all media regardless of accreditation status. It was a joint initiative of the Commonwealth and NSW Governments. The joint venture agencies involved were the Department of Foreign Affairs and Trade, the Australian Tourist Commission, Tourism New South Wales, the NSW Department of State and Regional Development, and the Sydney Harbour Foreshore Authority.

Located next to Darling Harbour at the Darling Island Centre, the SMC shared occupancy with other media-related tenants, including News Interactive and the Olympic Arts Festival media office. Visiting media had access to broadcasting, administrative and communications facilities, a main news conference area to seat 500, a 50-seat VIP interview room, journalists' work stations with telephones and Internet access, a visual and written reference library, an Internet cafe, travel desk, photo processing unit, newsagency, ATM banking and a bar and bistro. A dedicated broadcast area inclusive of editing suite, and assistance with location scouting, was provided by Broadcast Base 2000.

During the Olympic Games there were media briefings twice daily. Their focus was on Sydney, the State of NSW, and Australia's achievements, attractions, business and investment opportunities, tourism, lifestyle, arts, culture and history.

From 1 June 2000 to 31 August 2000 the Centre was operational daily, 8.30 am – 6.00 pm. From 1 September to 10 October 2000 all facilities at the Centre were open 7.30 am – 11.00 pm, with 24-hour access available for media wishing to broadcast or file stories.

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12. The Sydney Media Centre, housed in Sydney's old casino, offered facilities for around 3000 non-accredited journalists covering the Sydney Games
13. During the Games, Community Information booths served to inform spectators and residents, giving them the opportunity to communicate directly with the Sydney 2000 workforce



12

EZZA SHAW/
ALLSPORT

13

ROGER SCOTT/SOCCO





PRESS OPERATIONS

Press coverage is a critical aspect of taking the Games to the world and preparing for this function was the responsibility of SOCOG's Press Operations Program.

The principal role of the program was to provide facilities and services at the Main Press Centre at Sydney Olympic Park and all competition venues for the 3500 members of the written and photographic press covering the Sydney 2000 Olympic Games. Planning for Games-time press operations began in May 1995, and by the end of that year a Media Relations Program had developed a planning framework, budget and staffing strategy. SOCOG decided to appoint to key press operations positions people who were experienced sports reporters or event organisers with media backgrounds.

Three staff from the Media Relations Program travelled to Atlanta to appraise the MPC and the press facilities at the competition venues and the Olympic Village. A report detailing the layouts for the MPC and competition venues, workroom, tribune numbers, technology requirements and, transport arrangements, which included photographs of the various venue functional areas, was compiled for planning purposes. Issues that Atlanta encountered with media transport and the Games Wide Results and Information Systems (INFO) results service reinforced Sydney's sensitivity to the total spectrum of press requirements.

A Media Advisory Group of local writers and photographers with Olympic Games experience was established to provide advice on topics ranging from MPC layout to media accommodation. This group later split into separate writers' and photographers' groups as issues became more specific.

A Results/INFO Manager was also appointed in 1997 to develop the IOC InfoTech project, later renamed Olympic Results and Information Service, or ORIS, which was working sport-by-sport to identify the results requirements of each IF. This process took 18 months and resulted in documentation of the competition results and information flow for each sport at the Sydney Games.

The Results/INFO Manager was also responsible for the Olympic News Service (ONS), which compiled biographies on more than 10 000 athletes and wrote news stories during the Games. In 1998–99, ONS also completed a plan to use volunteers to collect athlete biographies for each Olympic sport.

Main Press Centre

The Sydney 2000 MPC was located in the Showground precinct of Sydney Olympic Park. The MPC was one of the longest-running non-competition venues. Located in Sydney Olympic Park, it opened its doors to 5300 accredited

journalists and photographers on 15 August, one month before the start of the Games. From 2 September until 2 October, the venue operated 24 hours daily.

The venue was within close proximity to 14 of the 28 sports and covered 40 000 sq m of built space designed specifically to meet media requirements as detailed in the IOC's Media Guidelines under the Host City Contract. The critical services of technology and telecommunications worked well.

The 40 000 sq m space on one level could have been a major disadvantage. Potential problems were overcome by planning of Overlay and Site Management with a focus on relationships between the various operational areas. Workshops were conducted with Olympic journalists and photographers to get advice on the various affinities in an Olympic media centre. The final design accommodated more than 30 different functional areas and demonstrated the importance of early planning.

The MPC had three main entry points, the Main Lobby, the Photo Area and the Secondary Entry into Sydney Olympic Park, which worked well for users, Spectator Services and Security, flexibly when needed. Through the 24 hours on the busiest day, the Thursday before the Opening Ceremony, more than 9000 people were processed efficiently through the magnetometers in the Main Lobby and the Photographers Entry. The average daily rate during the Games was 7000 people.



2

MICHAEL STEELE/SPORT

Press Operations

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1. Photographers are vying for a good spot to secure the best shot after the Williams sisters won the women's doubles
2. To get close-up coverage of the marathon runners, accredited photographers could ride in the back of a specially set up vehicle



Press Operations
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3. A multitude of lenses follow the action at the Olympic Stadium

4. Journalists are busy at work in the Main Press Centre. The biggest media centre in history the 40 000 sq m facility was home to 5500 members of the press, offering desks, phones and press conference rooms as well as restaurants and bars

5. The Olympic News Service supplied journalists with continually updated information on the latest results and news for each sport



GARY M. PRIORALLSPORT

Within the built space was more than 11 000 sq m of office space which was rented to media organisations, NOCs' and the host city. The venue also included a Press Room, Press Conference Centre, Kodak Image Centre, catering areas, and Logistics Compound. The operation of the venue was very labour intensive requiring 114 staff, 1113 volunteers and 1078 contractors.

Staffing

Early Press Operations staffing plans called for 240 paid positions and 1700 volunteers across Games competition venues, the MPC and the Olympic Villages. This had the

potential of leaving Press Operations staffing spread too thinly, as insufficient allowance had been made for staff attrition, no-shows and rest days.

The first 36 Venue Press Managers were appointed in late October 1999, and started work from April 2000. There was a one-third overseas to two-thirds local mix in the appointments, ensuring a good proportion of local knowledge and specialist sporting, language or event experience from abroad. The major venue planning, capacities, detailed space layouts and Furniture, Fixtures and Equipment had been completed prior to their starting.

Games-time Operations

Press Operations staff moved from Games Headquarters to the MPC on 1 August 2000. The MPC was one of the longest running non-competition venues. Located at Sydney Olympic Park, it opened its doors to 5300 accredited journalists and photographers on 15 August, one month before the start of the Games.

Following a review by the Director-General Sydney 2000 of the proposed operations of the MPC, it was decided to augment the media issues management capabilities of the Centre by the provision of additional skilled media managers. These managers worked separately from the press inquiry desk and reported to the strategic media group in the Olympic Communications Centre.

From 2 September until 2 October, the MPC operated 24 hours a day. It included a Main Lobby, a Press Room seating 800,



MATT TURNER/ALLSPORT



SOC006

11 000 sq m of rented office space, the Kodak Image Centres, a restaurant, cafes and logistics areas. There were also banking, technology, hairdresser and travel services.

Four factors contributed to the MPC being judged by the media as the best in Olympic games history:

- the venue was in close proximity to 14 of the 28 sports
- when all facilities were included, it covered 40 000 sq m of working space
- design and fitout were planned explicitly to meet media requirements as detailed in the IOC's Media Guidelines under the Host City Contract and
- technology and telecommunications were state of the art.

Prior to the commencement of sporting competition, media representatives expressed some concern regarding the adequacy of the air-conditioning plant, overcome to some extent by the use of portable heaters on cold days. The only other significant complaint was that the equestrian and canoe/kayak slalom Venue Press Centres (VPCs) were too small to cope with higher than expected demand.

In line with the introduction of the policies and procedures for Sydney 2000, the line of reporting from the MPC was altered to reflect its broader role as part of Sydney 2000. The day-to-day provision of media information at the MPC was controlled and coordinated via the OCC which reported to GCOG through Mr David Richmond.

Press Quotas

In January 1999, SOCOG's Head of Press Operations met with the IOC Communications Directorate to decide the first round of quotas for press to be allocated to each NOC. Following IOC procedures, International Federations were each accorded accreditation for one sports-specific journalist and photographer.

By 30 June 1999, the mail-out of press accreditation and accommodation forms was completed. Press Guide and Rate Card documents were also completed. The deadline for lodging accreditation forms by organisation/number and the accommodation bookings was 15 September 1999.

The process was complicated by late returns from many NOCs, together with a tendency to increase numbers of press attending over those allocated by the IOC. This delayed the accommodation allocations for news organisations from those countries, as final numbers had to be corrected with their NOC.

The deadline for accommodation and Rate Card payments was set at 31 December 1999. Most of the larger NOCs and news organisations met the deadlines, but the accommodation and Rate Card process continued into 2000 due to late and changed orders.

The middle of May 2000 was the final cut-off for both accommodation and Rate Card payments. The accommodation deadline was based on SOCOG's contractual arrangements with hotels for returning unwanted rooms, and saw a flurry of both payments and cancellations. There was a smaller than anticipated demand for hotel and Media Village beds.

Press Tribune Seating

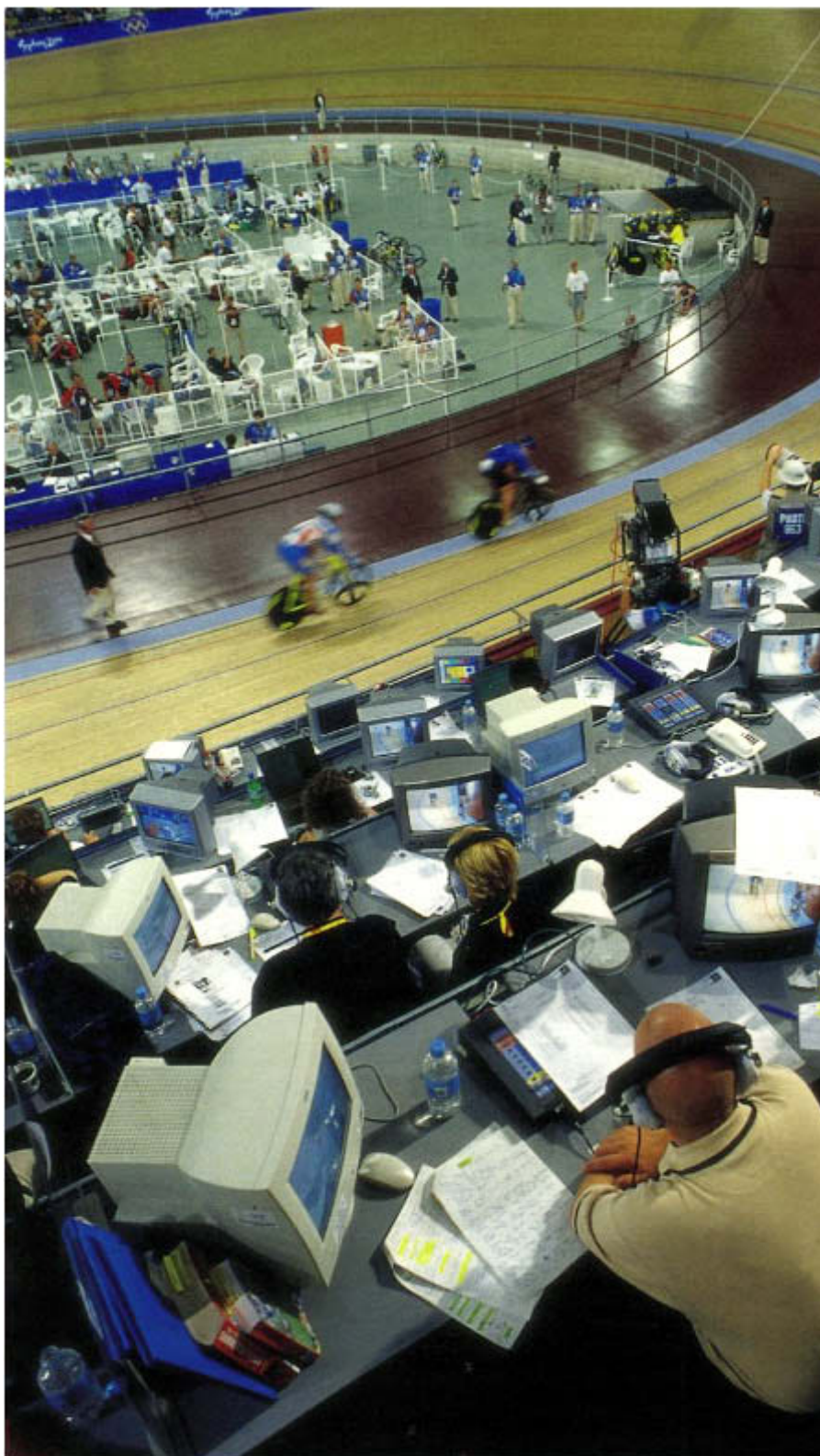
Concluding a process that had begun more than a year earlier, press tribune seating was finalised by April 2000. The Press Operations Program Sydney Olympic Broadcasting Organisation (SOBO) and the Sport Division worked venue-by-venue to agree with SOCOG's Venue Management and Ticketing Divisions on numbers and positions for their respective accredited groups. This was then ratified by the IOC Coordination Commission. A small working party from the Commission maintained regular contact with the Press Chief to provide advice and recommendations on the facilities and services being planned.

Press Operations

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6. All venues had press tribunes with allocated media seating, allowing the world's press to adequately cover the Games



MATTHEW STOCKMAN/SPORT



g'day

INTERNATIONAL



Panasonic



BROADCASTING THE GAMES

Sydney Olympic Broadcasting Organisation

As host broadcaster of the Sydney 2000 Olympic Games, the Sydney Olympic Broadcasting Organisation (SOBO) was responsible for televising the Games to an estimated cumulative global audience of 30 billion people. SOBO's role was to provide coverage of every Olympic competition for more than 200 television and radio Rights Holders.

SOBO was created as a Commission of SOCOG and had an operating charter with clear objectives regarding its role and responsibilities. It had its own Board of Directors. The SOBO Board consisted of:

President of SOCOG & Minister for the Olympic Games	The Hon Michael Knight
Chief Executive Officer of SOCOG	Mr Sandy Hollway
Chief Executive of SOBO	Mr Manolo Romero
Director, Sport & Olympic Games	
Seven Network Australia	Mr Harold Anderson
Director of SOCOG	Mr John Valder AO
Deputy Director-General, Olympic Co-ordination Authority (OCA)	Mr Bob Leece

Gary Fenton, the Chief Operating Officer of SOBO, was adviser to the board.

SOBO began its operations in 1996, and from February 1997 recruited staff from within Australia, the USA and Europe. Many staff had previous Olympic broadcasting experience. By Games-time staff numbers reached 3500, approximately 200 of whom worked full-time.

SOBO had as its mission statement: "Our mission is to provide outstanding levels of service to rights holding Broadcasters, and to produce more than 3500 hours of live, visually stunning and technically superior coverage of the Games of the new Millennium, that captures the unique beauty and character of Sydney and Australia."

Scope of Responsibilities

SOBO was responsible for producing the international television and radio coverage of every Olympic event as a service to Rights Holders, broadcasters who purchased the Olympic broadcast rights from the IOC to broadcast the Games in their respective countries.

Early in its operations, SOBO distinguished between unilateral production, produced by individual broadcasters, and multilateral production, which was produced by SOBO. Services and support structures were created for each type. SOBO production and technical staff transmitted the International Signal back to

the International Broadcast Centre (IBC), where Rights Holders could tailor the pictures and sound to fit their own unilateral requirements. The International Signal included the camera and audio signals and graphics generated at each venue as well as for non-competition events such as the Opening and Closing Ceremonies.

Rights holders were provided with the necessary facilities and services to operate efficiently, including all unilateral requirements at the IBC, for example, office space, construction, video and audio circuits and venues including commentary positions, compound space and camera positions.

Rights Holders for the Sydney 2000 Olympic Games

Broadcast right holders for the Games were as follows:

Unions		
Africa	URTNA	Union of Radio & Television Nations of Africa
Asia	ABU	Asia-Pacific Broadcasting Union
Caribbean	CBU/CMC	Caribbean Media Corporation
Europe	EBU	European Broadcasting Union
Middle East	ASBU	Arab States Broadcasting Union
South America	OTI	Organizacion de la Television Iberoamericana
Pools		
Chinese Taipei	CTSP	Chinese Taipei Sydney Pool
Japan	JC	Japan Consortium
Korea	KP	Korea Pool

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1. The International Broadcasting Centre at Sydney Olympic Park, decorated with Sydney 2000 banners, was the centre of television and radio operations. Open 24 hours a day, it housed over 15 000 broadcasters and SOBO staff
2. A SOBO cameraman films a Korean athlete at the Sydney International Archery Centre



2

ROGER SCOTT/SOCOG

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3



CHARLES BURCHERSOCO

3. Broadcast compounds at each venue housed SOBO control rooms and unilateral rights holders

4. Broadcasters and photographers capture Marion Jones' victory lap. Ninety per cent of Olympic coverage was telecast live around the world via the IBC

Networks

Australia	SEVEN	Seven Network
	ZUE	Talk Australia (Commercial Radio)
	ABC	Australian Broadcasting Corporation (non-commercial radio)
Canada	CBC	Canadian Broadcasting Corporation
New Zealand	TVNZ	Television New Zealand
Philippines	PTNI	People's Television Network Inc
United States	NBC	National Broadcasting Company Inc

Operations

The SOBO Executive were the principal liaison for SOBO/SOCOG with all Rights Holders, and responsible for reporting progress and current status to the SOBO Board.

During Games-time members of the Executive oversaw all Host Broadcast production and transmissions and acted as the primary point of contact for all Rights Holders regarding coverage of the sports. In addition, the Executive held daily briefings with Rights Holders regarding concerns about coverage plans and SOCOG matters.

Operationally, SOBO had to provide a range of production, technical and business functions to fulfil its role.

Production

The focus of the Production department was to design the production plan to televise the Games. This involved selecting SOBO camera locations and positions that would be available for broadcasters on a bookable basis. Production was also responsible for planning and developing the Host Broadcast graphics look of the television coverage and served as liaison between Rights Holders and SOCOG for all sports competition scheduling. Overseeing all Host Broadcast Olympic-related features and the creation and administration of video tape archives prior to the Games were integral to Production's functions.

During the Games, Production oversaw sports coverage philosophy, implemented the graphics look of the Games and on-screen data and timing, and coordinated production personnel schedules. Production was responsible for communicating competition schedule changes to Rights Holders, as well as managing and overseeing the videotape archives at the IBC.

Technical Operations and Engineering

The Technical Operations and Engineering department planned, developed, designed, engineered and installed all Host Broadcast facilities for the coverage of the Sydney Games. The department oversaw the design and construction of the IBC and the design and implementation of broadcast technology systems.

4



MARK HORSBURGH/SPORT THE LIBRARY



NICK WILSON/SPORT

Technical Operations and Engineering coordinated data, timing and computer systems for broadcast use; identified, designed and installed commentary systems at each venue; planned all broadcast telecommunications needs for SOBO; and coordinated the Rights Holders' telecommunications requirements.

During Games-time Technical Operations and Engineering was responsible for generating the video and audio signals from venues to the IBC and distributing those signals to broadcasters. The department maintained commentary systems at the venues and the IBC; maintained all broadcast technical equipment at venues and the IBC; implemented all broadcast telecommunications needs at venues and the IBC; oversaw the construction integrity of the infrastructure at the IBC; and scheduled all personnel at the venues and the IBC.

Broadcast Information

Broadcast Information hosted and coordinated all venue tours and surveys for SOBO and Rights Holding Broadcasters, coordinated all broadcaster meetings with Rights Holders and was responsible for information flow to Rights Holders prior to the Games. Incorporating a publications facility, Broadcast Information designed, wrote and edited all SOBO manuals, including production, technical and graphics manuals. During Games-time, Broadcast Information managed information flow to Rights Holders at the venues and the IBC, coordinated all daily briefings for broadcasters pertaining to SOBO coverage, maintained an Information Services Desk at the IBC, and coordinated the Olympic News Agency. Through Information Liaison Officers, this department coordinated all broadcaster needs at venues, including mixed zones, camera positions and commentary positions.

Venue Management

Venue Management coordinated all broadcast venue activity by establishing the venue personnel structure, coordinating all venue assignments and integrating the broadcast needs of the Rights Holders at the venues.

During Games-time, Venue Management oversaw all broadcast venue and compound activity and reported all broadcast and broadcaster venue activity and concerns to the IBC Operations Centre.

Booking

The Booking department was responsible for all Rights Holders' requests for facilities at the IBC, including space, furniture, equipment and power. Booking reserved bookable radio and television studios and edit suites, coordinated requests by Rights Holding Broadcasters at all venues for their unilateral needs such as commentator positions, camera positions and pre and post competition video feeds, and distributed the SOBO Rate Card for Rights Holders.

During the Games, Booking scheduled bookable radio and television studios, edit suites, post-production and off-tube positions at the IBC and pre and post unilateral V and A transmissions. In addition, Booking assigned electronic news gathering (ENG) camera platforms at the venues, collected and provided schedules for daily unilateral transmissions and commentator usage at the venues, and distributed bibs and armbands for camera platforms, parking passes, observer seat allocations and premium tickets for observer seats. Booking presented any conflicts in camera platforms, premium ticket allocations and unilateral V and A transmissions at daily briefings.

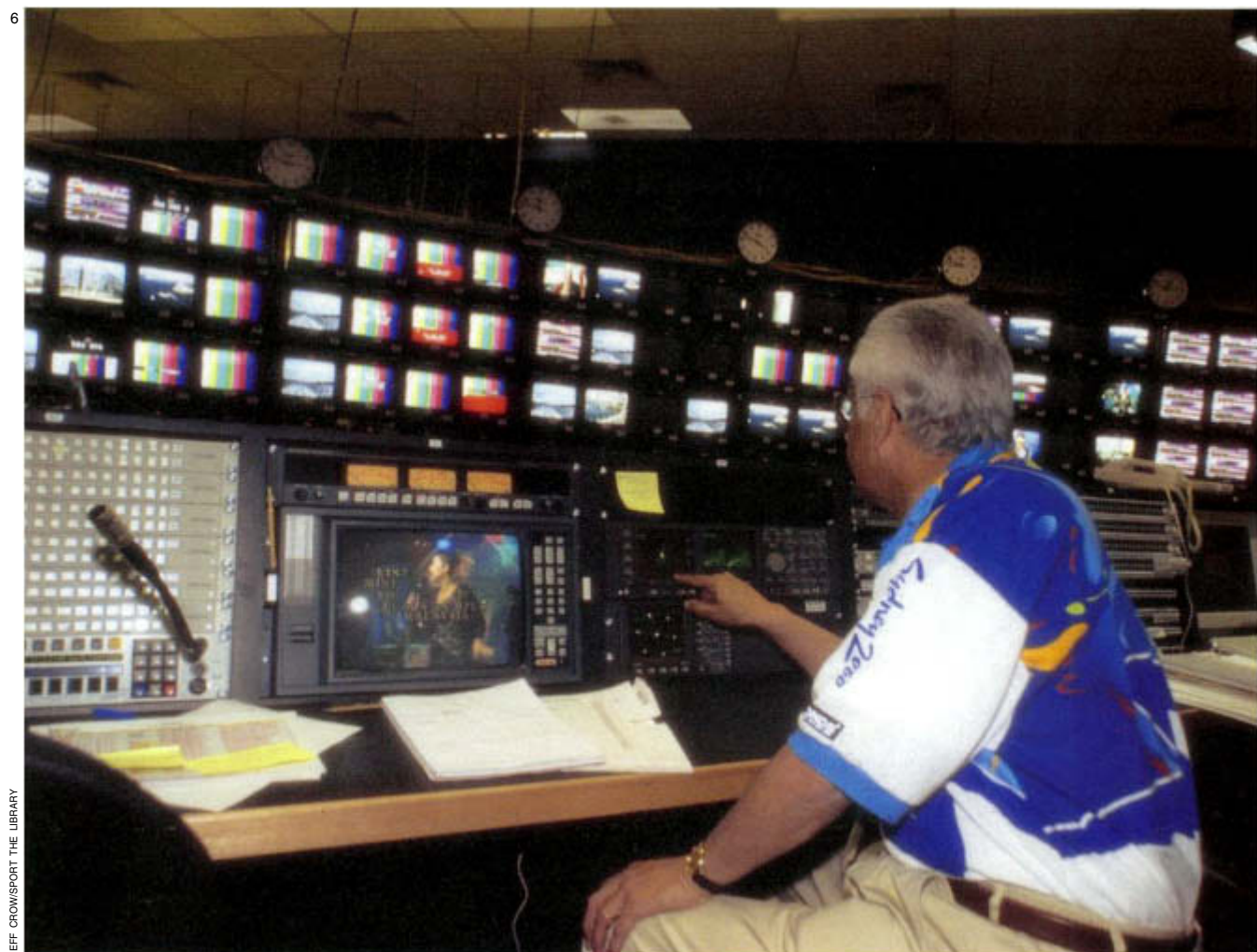
SOBO Host Broadcast Training Program

The Host Broadcast Training Program aimed to supply SOBO with tertiary students trained to work as part of the SOBO broadcast team during the Sydney Games and to equip these students with specialised broadcast practice to complement their university courses.

Broadcasting the Games Volume One Chapter Four



5. To gain access to the field of play host broadcasters and rights holders were required to wear SOBO bibs
6. In the video tape archive and library at the Broadcast Centre, up to 40 simultaneous live feeds were recorded during the Games. Many students and volunteers, trained in SOBO's Host Broadcast Training Program, worked shifts in this facility



JEFF CROW/SPORT THE LIBRARY

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ROGER SCOTT/SOCOG

Training covered areas such as camera assistant, audio assistant, font coordinator, commentary systems installation and operation, video/camera control unit operation, broadcast liaison and videotape logging. Students gained university credit for the subjects studied.

SOBO secured agreements with six universities within New South Wales to supply students as part of the program. The universities contributed by providing staff to work with SOBO to develop and integrate the courses, assist in the delivery of the workshops and provide teaching facilities including video/audio equipment and computer labs.

A Steering Committee comprising Vice Chancellors from the participating universities was formed to oversee the program. The first series of workshops began in June 1998, followed by further workshops throughout 1999 and 2000.

SOBO pre-Games Broadcaster Meetings

In September 1997, selected broadcasters from the Asia Pacific Broadcasting Union, TVNZ, NBC, EBU, Seoul

Broadcasting System, Korean Broadcasting System, IOC Radio and Television Commission, Japan Consortium and Seven Network Australia were invited to SOBO/SOCOG presentations and venue surveys as a precursor to the World Broadcaster meetings to follow.

In May 1998, representatives from EBU, ARD/ZDF, BBC, WE, RAI, FT2, ABU, Seven Network, TVNZ, Japan Consortium, NBC and CBC, and IOC Radio and Television Commission member, Mr Alex Gilady, gathered in Sydney for the first of the SOBO briefings and unilateral meetings.

At the first World Broadcaster Meeting, held from 27 September to 2 October 1998, more than 200 broadcasters attended six days of presentations, venue surveys, SOBO/SOCOG presentations and unilateral meetings.

The second SOBO Broadcaster Briefing took place in May 1999, involving broadcasters with strong unilateral operations at the major Games venues.

Production

To accommodate the largest Host Broadcast in Olympic history, SOBO utilised several proven camera, videotape and audio technologies used in previous Games and improved on their performance. New cutting-edge applications were developed to provide exciting advances in live coverage, including replay transition and audio techniques.

SOBO's production aimed to provide:

- uncompromisingly fair and unbiased coverage of all Olympic competition
- insightful, informed storytelling through appropriate shot selection and replay options
- tight, expressive coverage of each athletic performance, combined with multiple action perspectives, both live and in replay
- highlighting of the audio nuances intrinsic to Olympic sport
- clear and informative graphic presentation
- thoughtful coverage of medal presentation ceremonies, and
- enhancement of the viewers' appreciation for the athletes' efforts and the drama inherent in Olympic competition.

Senior production staff monitored the execution of the overall production plan by the venue production teams in the Quality Control Centre, a video/audio monitoring facility located within the IBC. Instantaneous communication between each venue and this centre ensured compliance with on- and off-air procedures, replay sequencing, graphic presentation and overall coverage philosophy as determined by SOBO Production.

'Beauty' Cameras

Several cameras were positioned at strategic points in Sydney and at various venues to take advantage of panoramic scenes and to enhance coverage of specific events. Cameras used in the 'beauty mode' were available in the IBC to the Rights Holders as live individual feeds including views of:

- the Olympic cauldron

7. Rights holders from 200 countries attended the Sydney Games, using their own interview teams to shoot stories around Sydney
8. A SOBO cameraman zooms in for a close-up during the taekwondo competition



MIKE HEMITT/SPORT



9

BOB PETERS/SYDNEY OLYMPIC BROADCASTING AUTHORITY

- Olympic Boulevard activity
- Sydney Opera House and Harbour Bridge from Mrs Macquarie's Chair
- Darling Harbour Precinct activity
- Sydney Harbour from on board the Manly ferry during ferry operating hours
- Sydney Harbour from atop the Harbour Bridge, and
- City of Sydney skyline and Olympic cauldron composite.

For the Sydney 2000 Olympic Games broadcasts the IOC developed an Olympic graphic package with a distinctive and consistent Olympic look. SOBO individualised the graphics package for Sydney. Subsequent host broadcasters will work with the standardised IOC package and customise it for their Games. SOBO also produced a series of thematic feature stories on Australia, with an emphasis on Sydney. They were designed to provide Rights Holders with a comprehensive collection of story options that captured the beauty, history and spirit of Australia and its people.

A series of Sports Technical Features was produced by SOBO for use by the Rights Holding Broadcasters. Using both live action and graphic animation techniques, these 30–75 second vignettes clarified competition rules, field of play dimensions, equipment specifications and scoring techniques in an effort to expand the viewers' understanding of Olympic sports.

International Broadcast Centre

IBC was the Games-time headquarters for all SOBO and Rights Holding Broadcasters. The IBC was built within an existing, leased warehouse complex situated adjacent to Sydney Olympic Park. It was operational 24 hours a day from

15 August until 3 October 2000. In addition to functional areas its facilities included a bank, medical facility, retail outlets, food and beverage outlets, a newsagent, general store, bar, restaurant and shop front.

This site was chosen by SOBO because of its ability to offer Rights Holders easy access to the Olympic athletes at venues and the nearby Olympic Village and to 16 Olympic sports held at Sydney Olympic Park and the Opening and Closing Ceremonies, as well as accommodating all SOBO technical facilities and Broadcasters in large, well-positioned, self-contained premises. There was direct access to the Olympic Stadium and to the SuperDome.

The complex comprised a main building, 58 000 sq m and two support buildings, 9000 sq m and when fully operational was one of the largest functional broadcasting facilities in the world. It used key environmental initiatives in its construction including thermal insulation, translucent roofing panels for natural lighting, and passive ventilation. The IBC contained the world's largest monitor wall made up of 440 screens, displaying signals from every venue and every signal distributed by SOBO. The wall was 2.5 m tall and 50 m long.

The timeline for IBC refurbishment, installation, fitout and shutdown phases was tight, to minimise the lead period. After consultation with Rights Holders SOBO submitted plans for building approval in June 1999. Overlay work began in November 1999 and the IBC was partially operational on 15 August 2000. It was shut down as an operating facility on 3 October 2000 and Rights Holders and SOBO vacated the premises between 4-17 October 2000, to allow early removal of the works constructed for Games-time use.



10

SYDNEY OLYMPIC BROADCASTING AUTHORITY

9. The International Broadcast Centre was as busy during the night as it was during the day, using the equivalent of the power needed to light a town of 50 000 people

10. 'Beauty Cameras' capture scenic images of Sydney, broadcast to millions of people overseas and Australia-wide

11



MATT TURNER/ALLSPORT

Transmission Distribution Centre (TDC)

The TDC was located in the SOBO Technical area in the centre of the IBC. SOBO worked closely with telecommunications carrier Telstra in the TDC to provide a seamless link. All incoming V and A signals to the IBC were passed from Telstra to SOBO within the contribution area of the TDC. There, unilateral signals were level checked and equalised before being handed over to the Rights Holding Broadcasters.

Multilateral signals were identified, level checked and equalised in the contribution area of the TDC. The signals were then synchronised and the format converted to PAL or SDI, depending upon the format in which they originated at the venue. The multilateral signal 'bundle' consisted of 40 active feeds and another two feeds for test and synchronisation. Outbound national and international V and A signals were monitored in the transmission area of the TDC. The staff in the transmission area provided 24-hour-a-day monitoring of transmission paths.

12



JEFF CROWSPORT THE LIBRARY

Bookable Facilities

Services available to Rights Holders within the IBC, upon booking and payment, were:

- Video Editing Room
- Post Production Room
- Off Tube Positions
- Platform on IBC Skytower
- Dubbing – various
- International Occasional Use Video Transmissions

At Games-time all live feeds were recorded by SOBO at the IBC and each feed was allocated to one of 40 logging stations via the distribution system. All feeds were logged and archived and after the Games the tapes and logs, along with supporting documentation, were sent to the IOC Museum in Lausanne to become part of the official Olympic archive. A dubbing service was also provided to Rights Holders requiring copies of any session of Olympic competition or stock footage.

13



BOB PETERS/SYDNEY OLYMPIC BROADCASTING AUTHORITY

An 82-channel closed circuit cable television network, the Cable Antenna Television System (CATV), was available to Rights Holders at the IBC, and carried all International Signals generated by the Host Broadcaster at venues as well as several unilateral Broadcaster signals.

Telecommunications Contribution Network

Telstra provided the video contribution network for the Games, using extensive optical fibre cables to add to or enhance their existing Inter Exchange Network. All optical fibre cables in the Sydney network were contained in buried conduits to enhance security. Transmission from the IBC was accomplished through access to international optical fibre and satellite services using Telstra gateways. Access to POR satellites was also provided via the IBC Satellite Dish Farm. All outward-bound transmission cables were provided via the transmission area in the IBC, an arrangement that allowed cable testing and patching if required.

IBC statistics

The following statistics indicate the allocation of space in the IBC:

SOBO Tech (SOBO's main technical area)	2200 sq m
Rights Holder broadcaster facilities	37 000 sq m
SOBO administration areas	3000 sq m
Common areas (retail, food courts etc.)	20 000 sq m
SOBO office areas	3000 sq m
Control rooms for athletics and gymnastics	2500 sq m
Satellite dish farm	1500 sq m
Largest broadcaster space: EBU	13 000 sq m
Smallest broadcaster space: Estonia Radio	8 sq m

Games-time Operation

The Games-time operation of the IBC proceeded without incident except for Rights Holders' vehement objections to SOCOG policy regarding entry of food and alcohol into the venue, and justified complaints about the quality of food initially offered. These problems were quickly addressed by the management and might have been avoided by early communication with Rights Holders regarding non-operational arrangements at the IBC.

The IBC had 20 paid staff and 500 volunteers, and their friendliness and helpfulness were commented upon by many of the Rights Holders. Early establishment of the venue team at the IBC in February 2000 was important as it allowed fine-tuning of operations and promoted a close working relationship between SOBO and SOCOG staff which facilitated operations during the Games.

The effective design of the IBC was a significant factor in its successful operation and the Look of the venue helped create the festive atmosphere. The key successes of the venue were its proximity to Sydney Olympic Park, the 'Main Drag' and the 'Back Yard' bar and grill.

The 'Main Drag'

The 'Main Drag' was a 6 m wide corridor from the main entry, Tuck Shop' (Food Court 1) and retail area stretching 400 m past four break areas (Harbour, Beach, Bush and Desert) to the 'Back Yard' (Food Court 2) with its verandah bar and grill. This corridor was very much the 'main street' of the IBC village – constantly full of activity promoting interaction between all building occupants.

The 'Back Yard'

The 'Back Yard' bar and grill was a 900 seat food court with a McDonalds, a verandah bar and a grill where you could purchase uncooked meat or seafood and have it cooked by a chef at the grill or cook it yourself which was very popular with the broadcasters.

As the IBC was a refurbished warehouse there were design and operational restrictions on the facility. Firstly, the IBC was required to be a non-smoking area, in order to satisfy fire safety requirements. Secondly, the toilets, smoking areas, electrical and air-conditioning services were located outside the building.

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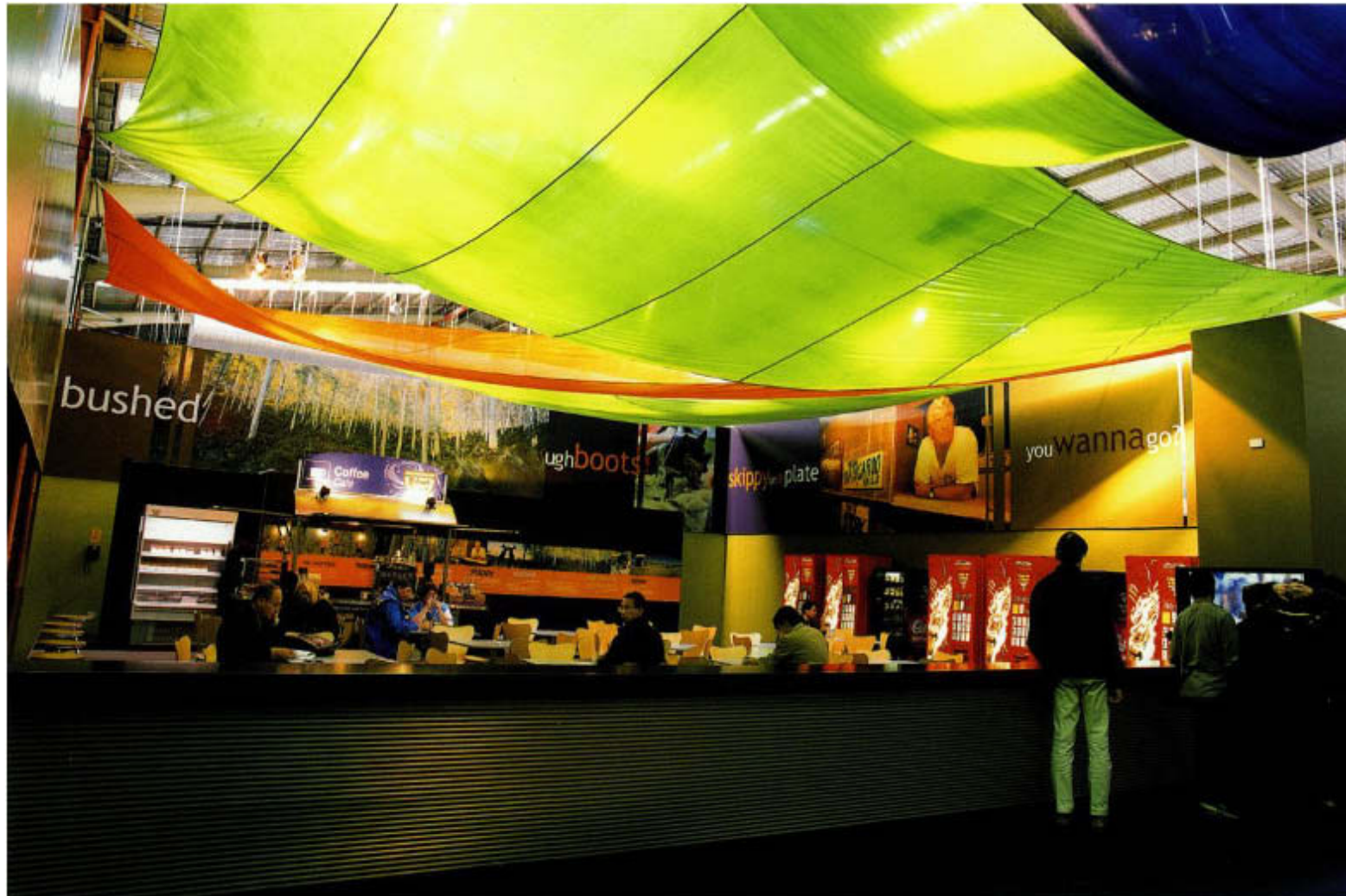


11. Opposite page: The satellite farm contained 15 satellite dishes

12. Opposite page: The world's largest video monitor wall in the IBC, consisting of over 400 individual screens, stretched over 50 m in length and 2.5 m in height

13. Opposite page: The 22 m radio frequency tower, dubbed Cockatoo Tower, contained three glass-fronted studios overlooking the Olympic Stadium and Sydney Olympic Park

14. Busy broadcasters pause in a break area in the IBC, decorated with images depicting the Australian landscape and culture. The colours also served as signage to direct people through the 80 000 sq m building



14

BOB PETERS/SYDNEY OLYMPIC BROADCASTING AUTHORITY





INFORMING THE PUBLIC

Call Centre

The principal objective of the SOCOG Sydney 2000 Games Information Service or call centre service was to provide the means for the public to obtain information, express an opinion and transact Games-related business, within acceptable time frames, at the least possible cost to SOCOG.

After its installation the cancellation of some alternate SOCOG communications devices, such as publications and newsletters, resulted in the service becoming, by default, a primary channel of communication.

Establishment

In mid-1998 Connect Interactive Business Systems (Connect) was the successful tenderer for the provision of call centre services to SOCOG. When the service went live on 1 July 1998, contract negotiations were still in progress and there was no official launch.

As initial call volumes were low, this provided an excellent opportunity to ensure the proper working of information systems, feedback processes and interactive voice response (IVR) services. SOCOG's Commercial Division managed the implementation phase of the service from July until December 1998.

In January 1999, responsibility for the operational management of the service was transferred within SOCOG from the Commercial Division to the Communications and Community Relations (CCR) Division, although contractual and financial matters remained with the Commercial Division.

In March 1999, CCR appointed a Public Information Coordinator to manage the relationship with the call centre and coordinate its use by SOCOG Programs.

The revised contract was finally signed in April 1999, with the following provision levels agreed to:

Telephone number	1 (136 363)
Total hours of operation per week (Mon–Fri 8 am – 9 pm; Sat 8 am – 5 pm)	71
No. of contracted operators	50
Max. no. of operators at any shift	38
Min. no. of operators at any shift	12
Pool of additional operators, used at Connect's sole discretion (from 1 August 1999)	15
No. of IVR lines available	300
No. of available outbound call attempts per month	30000
Ability to utilise volunteer workforce	nil
Hearing impaired access	TTY capabilities
Multilingual capacity	English only

Usage

Between July and October 1999 the call centre experienced its first major period of stress due to problems with ticketing processes. While service levels were maintained for the most of the period, the intensity of public and media comment drove the call volumes and call durations to unprecedented levels. The service was unable to cope and the result was additional public and media outcry about SOCOG's handling of the ticket crisis.

For the peak of the ticketing period the call centre was under-resourced. SOCOG purchased additional staff hours in a reactive attempt to handle the load. Connect provided the discretionary additional 15 operators allowed under the contract, for two weeks only, and the Ticketing Program paid for an additional five operators for one week; even with 70 operators, however, wait times were consistently well over one hour.

The correlation of the Paralympic ticket launch, Olympic Arts Festival launch and the Olympic ticket situation caused long wait times and an average 30 per cent call abandonment rate. This resulted in a loss of potential sales and added to a public perception of SOCOG as inefficient.

From November 1999 until April 2000 the call centre services underwent review and re-scoping to meet the needs of the

Informing the Public

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1. The Call Centre, operational for four months, received a total of 1.8 million calls from the public with queries ranging from volunteering to ticketing information
2. At its peak, the Call Centre operated with 180 staff, who were specially trained to deal with the various questions on Olympic topics



MARK CRAWFORD/SOCOG





	April 2000	Games Operations
Telephone numbers	136 363 – public information	136 363 – public information
Olympic Club numbers	137 279 – Olympic ticket sales; 1300 – Paralympic ticket sales	137 279 – Olympic ticket sales; 1300 – Paralympic ticket sales
Additional Numbers as required	on a needs basis, e.g. ticketing campaigns	
Hours of operation	Variable with core hours – Mon Sat: 8 am–10 pm	Mon–Fri: 7 am – 9.30 pm
No. of contracted operators	420	420
Max no. of operators at any shift	180	180
Min no. of operators at any shift	Variable	Variable
No. of IVR lines available	450	450
No. of available outbound call attempts per month	30 000	30 000
Hearing impaired access	TTY capabilities	TTY capabilities
Multilingual capacity	English with multicultural message service in five community languages	English and French with multicultural message service in five community languages

expanded Ticketing Program. The call centre also took over call centre services for the Olympic Club. The contract was renegotiated with a view to expanding services and increasing flexibility.

The period May to August 2000 was marked by an emphasis on ticket sales via the call centre. During May a ticket sales campaign was run with the support of News Ltd. This involved a rapid expansion of the call centre's services and the development of a database to capture expressions of interest from the public wishing to purchase tickets to Olympic events. Callers' details were taken and they were provided with individual personal identification numbers (PINs). This data was randomised. Callers could then ring a results hotline and enter their PIN to hear if they were successful in obtaining tickets. Call centre hours for this purpose were 7am to midnight, seven days a week. There were 122 730 ticket request calls in May 2000.

In June 'live' ticket sales commenced with interstate football tickets, the first time that the Protix ticketing system was used. While operator numbers were slightly reduced, call volumes for Olympic ticketing and public information remained high. To meet the ongoing requirement for expanded services Connect set up a new facility to manage the SOCOG account which provided for up to 180 operators to be available at any one time. While there were some initial difficulties, the new facility was fully operational by 5 August. This coincided with the TNT ticket delivery process and resulted in an increase in call

volumes. An additional database needed for operators to deal with these calls and ensure Olympic account holders received the correct tickets.

It was also important to ensure that there were enough operators available to deal with ticket delivery issues at the same time as new ticket orders were being taken. This was a constant balancing act and required operators to be adequately trained across all lines of business. Call volumes reached a new high through August 2000. With the additional pressures of moving location, training additional staff and cross-training current staff across all lines of business, the call centre faced new challenges.

Games-time Operation

From the first Sunday in September, call volumes for ticket sales increased significantly. Although the call centre did not have enough telephone line capacity or enough staff to deal with the demand, call volumes were managed as best as possible within the resource limits, with well over 300 000 calls taken. During the transition and the Paralympic Games period operator numbers were initially decreased, but in response to high call volumes related to Paralympic ticket sales operators were reemployed.

The call centre officially closed on 31 October, with the final caller wishing to congratulate the organisers on a wonderful Paralympic Games.

Statistics for Calls to the Sydney 2000 Games Information Service

136 363 Public Information Line

Date	Total Number of calls
June 1998	4 900
Dec 1998	5 343
June 1999	40 584
Dec 1999	37 131
June 2000	60 263
July 2000	74 792
August 2000	94 702
Sept 2000	143 684
Total	1 070 812

1300 Ticketing / 137 279 Olympic Ticketing

Date	Total No. of calls
May 2000	122 731
June 2000	56 653
July 2000	82 779
August 2000	123 504
September 2000	276 785
Total	662 452

1800 Olympic Club

Date	Total No. of calls
May 2000	5017
June 2000	2610
July 2000	6325
August 2000	30 505
September 2000	8 888
Total	53 345

Internal Interactions

Apart from Ticketing, several other SOCOG Divisions and Programs heavily utilised the services of the call centre.

The Volunteer Program relied heavily on the use of the call centre resources, not only to answer inbound enquiries but also to assist with scheduling Volunteer interviews. IVR was used and operators updated volunteer data on the Staff Information System database.

The CCR Division used Athena to provide current and accurate information and feedback from the public. Calls received related to merchandise, tours of the Olympic venues and any issues at the time. Originally, there was an IVR attached to this area, but it proved ineffective as the questions were too diverse to fit into one recording. Over 95 per cent of callers wanted to speak to an operator.

The Torch Relay Division used the call centre. To obtain a Torchbearer nomination form the caller's details were added to a database and the form posted out. The public also called to find out the route of the torch relay via IVR updated daily and the procedure for becoming an escort runner.

In June 1999 a multilingual message service – Cantonese, Mandarin, Arabic, Spanish and Vietnamese, funded by the CCR Division, was added to the call centre services. The SOCOG Multicultural Advisory Committee supported this initiative and

lobbied for an extension of the service, but the resources were not available.

Other Programs and Divisions that used the call centre included: Arts Festivals information service; Olympic Club information and customer service; Samsung Athlete Family Host; and test events. During the Games the call centre provided an IVR for the Olympic Live Sites program.

Internet Sites

SOCOG Site

The official website of the Sydney Olympic Games was www.olympics.com. Its objectives were to:

- redefine sports event coverage on the Web
- generate revenue
- become the most popular sports event site ever
- reflect all communication requirements for the Sydney 2000 Olympic Games, and
- showcase IBM.

A basic text Internet site was created in 1993 and operated for SOCOG by IBM, with various SOCOG Programs providing limited content.

From 1997, SOCOG's goal was to create a dynamic, world-class web site providing information and generating revenue to fund the development of the site and the Games systems delivery. IBM, a Team Millennium Olympic Partner (TMOP), and SOCOG agreed on defined financial inputs to ensure investment in the site was managed to maximise returns. Prior to 1998, the site was static, with limited text data providing information on Sydney and the competition venues. To encourage traffic, the site was refreshed at the time of the 1998 Nagano Olympic Winter Games.

In designing and building the site it was important to achieve a balance between commercial and information content. The site's revenue-raising potential was noted very early. Most other revenue-raising activities did not start until one year before the

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3. SOCOG's internet site set international records for daily traffic to a single site, with 7.4 million users



3 MATTHEW STOCKMAN/ALLSPORT

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Games due to the requirement to protect sponsors. As a Partner in www.olympics.com, a significant portion of advertising space on the site was contractually reserved for IBM.

From 1998, a small team of three SOCOG staff and a contract web-site producer were responsible for its design and content. Features were rolled out progressively to the end of 2000.

In September 1999, the site was re-launched with new features reflecting the Look of the Sydney 2000 Olympic Games, and included:

- online Olympic Store with e-commerce capabilities
- online ticket ordering
- a 'Kids' section which supported the work of the National Education Program, as well as providing children's entertainment online
- coverage of the various test events
- a French language section
- historical features by Bud Greenspan
- Games timetable and schedule of events
- 2000 Olympic Arts Festival section and schedule of events
- Sydney City Guide, and
- online polls and games.

The look and content of the site were of such a high standard that it became one of the most trafficked sites ever, receiving a total of 11.3 billion hits. IBM had a substantial team of developers involved in the creation and operation of this site.

To remain within the budget, SOCOG entered into a number of content provision arrangements with various providers of online services, photography and information. This allowed IBM and the producer to concentrate on their core obligations of site design and operation while being supplied with valuable additional content.

In 1999 SOCOG appointed agents to sell website advertising in the form of banner advertisements and sponsorships. The agents sold advertising to SOCOG sponsors and licensees, Paralympic sponsors, United States Olympic Committee (USOC)/Salt Lake City sponsors and licensees and Internet companies that were non-competitive with existing sponsors. Media, advertising sales and promotional strategies were adopted in August 1999.

In March 2000, Sydney 2000 and IBM decided to outsource the Internet site to IBM. From 20 July 2000 tickets to the Games could be purchased through www.olympics.com. The home page featured a prominent ticketing icon that linked customers to ticketing information. Customers could search the sports schedule by sport, date or venue, purchase six tickets per online transaction with no limit on the number of individual transactions, pay by Visa card and collect the tickets at a box office three business days after ordering. To maintain security, the customer who purchased the tickets online was required to collect them. This was done by quoting the account number generated during the online ordering process and producing photo identification.

Sydney 2000 Games Information Services Site

The Games Information Services (GIS) site (gamesinfo.com.au) supplemented the official SOCOG site and allowed Sydney residents and visitors to plan their Olympic activities. The GIS web site focused on the delivery of easy-to-use, pragmatic information that allowed readers to navigate their way around Sydney's Olympic venues, cultural activities and tourist locations.

Transport information was the backbone of this site. Some sport details and information on venues, health and safety issues, wayfinding and entertainment made up the balance. There was a mix of static information, schedules, planned updates,



4. Juan Antonio Samaranch navigates through the Olympics.com website, which provided a catalogue of information on every athlete, participating countries, the Olympic sports as well as real-time results for every single event

ANDREW WONG/REUTERS

unscheduled updates and relevant real-time information to ensure accuracy was maintained.

Information about public and privately operated transport was fully integrated with the Olympic spectator bus services to provide customers with the most appropriate transport option. Customers were able to select from transport included in their Olympic tickets and transport requiring an additional fare. The official *Spectator Guide* was published on the site for downloading or for navigation through the relevant sections. The transport components and recommendations were available.

Information from relevant Olympic, transport and government agencies was integrated on the site.

The site delivered most information in five key languages; arrival information was delivered in two more languages and Help/wayfinding pages were offered in four additional languages; gamesinfo.com.au received 28 million hits from 525 000 visitors.

The GIS site encouraged online feedback from clients including webmaster access by email, updates on transport by email, browser setting facility for languages and PDF downloading of key documents. The site was non-commercial and attracted no external income. The whole project was funded by OCA with a budget of A\$8.5 million.

ORTA Website

ORTA's main website, which started in March 1998, became the key online resource for distributing planning maps and recommendations for business preparing for the Games. It included media releases, downloadable files of ORTA publications and maps, travel advice and detailed information about Sydney's businesses and residents.

Travel advice was provided for test events such as those held at the Olympic Stadium, and included details of the prime spectator routes. General advice was available in four community languages.

To assist in recruitment for Olympic volunteers, this website provided information on how Sydney residents could assist Sydney 2000 and the different roles available for volunteers.

In the lead up to the Games, updated Action Plan documents were made available to help businesses assess the impact of the Games on their staff, customers and suppliers.

Other documents available on the site included the *Transport Strategic Plan*, venue surround maps, access maps and advice on the impact of Olympic transport corridors on business and residents. Hits on the site rose from 145 000 in January 2000 to 1.4 million in September 2000.

During the Games period, most of the ORTA information was delivered through the Gamesinfo site. A media-specific site was also created, in anticipation of the high level of demand, from which the media was able to get almost real-time updates. Olympic City traffic reports, media releases and

Sydney Olympic Park visitor statistics were posted for rapid diffusion to the media.

OCA Website

The OCA website came into operation in March 1998 and provided information about progress on the Olympic and Showground sites, evidence that Olympic preparations were on target and a demonstration of the long-term benefits to NSW of the Olympic facilities. The site contained project information, annual reports, environmental initiatives, media releases and substantial planning and background documents. It was linked to the other Olympic sites and was of particular use to the public and to students.

Interest in the information on the OCA website prior to the Games was evident with 1.7 million hits recorded between 1 June and 31 August 2000.

The second-generation OCA web project, which operated from September 2000, provided updated information on OCA, activities and events at Homebush Bay, environmental issues, publications and appropriate contacts, links to other related government, Olympic and private websites, and an image gallery for some 200 frequently requested or commercially valuable images with provision to purchase.

It also contained educational material for school projects and tools to enable feedback from visitors.

Venue and visitor information related to the Sydney 2000 Games was transferred to the Gamesinfo site to ensure that content was not duplicated between websites and to allow easy access by site visitors.

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5. The IBM Surf Shack at Darling Harbour attracted more than 70 000 visitors
6. The Surf Shack provided computers which could be used to send fan mails to athletes and surf the internet



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MATT TURNER/ALLSPORT



6

SYDNEY HARBOUR FRESHWATER AUTHORITY





COMMUNITY RELATIONS

Integral to the ultimate success of the Sydney 2000 Games was the positive manner in which, during the Games, the Australian public supported the athletes, the sport and the celebrations. Australians' infectious enthusiasm and goodwill created a powerful impression of a supportive Host City community and a national unity of purpose that provided a welcoming and safe environment for the Olympic Family and spectators alike.

From their inception, SOCOG, Olympic Co-ordination Authority (OCA) and Olympic Roads and Transport Authority's (ORTA) community and public relations areas sought to enthuse, inform and inspire all Australians to embrace the spirit and ideals of Olympism and to become involved and supportive of the Sydney 2000 Olympic Games. In many ways the organisations' public relations programs' proactive and strategic approach paved the way for the nation's acceptance of the Games by generating goodwill throughout all levels of government, corporate, media and community groups.

In 1998 and 1999, the controversies involving the IOC and SOCOG meant that community relations had to be reassessed to determine the most appropriate communication methods to prepare the general public for the Games. This meant withdrawing from some scheduled public events and utilising a more subtle approach.

Even before this, in order to gauge the ongoing level of support for the Games, SOCOG had commissioned Woolcott Research to provide feedback on public perceptions on a number of Games-related issues. Woolcott Research was appointed Official Provider of Market Research to the Sydney 2000 Olympic Games in March 1996. From this time until July 2000, they conducted a number of qualitative and quantitative studies that investigated various Olympic-related issues.

The majority of the qualitative studies was conducted by means of focus group discussions, with the bulk of these investigating the public's attitude towards the Sydney 2000 Olympic Games. These investigations were conducted on a national basis, with the first taking place in May 1996, prior to the Atlanta Olympic Games.

Throughout these studies it became clear that genuine excitement and positive expectations surrounded the Sydney Olympic Games. There was very high awareness amongst the public of what the Olympic Games stood for and of the Olympic ideal. There were, not surprisingly, a number of concerns about the Games, which mainly stemmed from the fact that the majority of the public had not previously experienced an event of such magnitude and was apprehensive as to how well Australia would handle it. Despite various negative publicity that surrounded the organisation of the Sydney 2000

Games, the perceptions of the Olympic Games and the ideals associated with it remained untainted, with the sports component being seen as above any organisational controversy.

In a qualitative sense, interest in attending the Games was quite high throughout the period of the research, although as expected this varied depending on distance from Sydney. A number of other qualitative studies were conducted to address specific issues such as the Olympic Journey, Volunteering and communication issues. This component of the research was mainly conducted by means of telephone interviews, although on some occasions an in-home face-to-face methodology was employed.

While a number of ad hoc quantitative projects were conducted, the main component of this research was the Consumer Sentiment Monitor. This study investigated the attitudes and perceptions of Australians with regard to the Sydney 2000 Olympic Games. Its benchmark was May 1996, prior to the Atlanta Olympic Games, and the study continued until March 1999.

The results of the Consumer Sentiment Monitor were presented on a quarterly basis and consisted of an average sample of N=600 respondents. The sampling error associated with this sample size is ± 4 per cent over each quarter at the 95 per cent confidence level.

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1. *The 500 Days to Go celebrations held in Sydney's CDB marked the first of a series of public celebrations in the countdown to the Olympic Games*
2. *Sports enthusiasts lined the streets of Sydney to celebrate and congratulate the 1992 Australian Olympic team on their return from Barcelona. Community support for athletes has always been strong in Australia*



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Throughout the period of the Consumer Sentiment Monitor adjectives such as 'proud' and 'enthusiastic' were consistently used by over half the population to describe the Sydney 2000 Olympic Games, indicating that there were genuine positive feelings amongst the community. Such findings confirmed the findings of the qualitative research. A smaller proportion of the population, around one in five, remained 'apprehensive' about the Games.

Interest in attending the Games was highest just before the Atlanta Olympic Games. The level of interest declined until the June quarter of 1998, where it remained relatively steady at around 35 per cent up to March 1999.

In April 1999 the Consumer Sentiment Monitor was replaced by more specific ticket-related research. While this research focused on perceptions and attitudes towards ticket purchase, a number of other measures were kept consistent with the Consumer Sentiment Monitor.

The Ticket Marketing Monitor consisted of a number of studies conducted on a weekly basis leading up to the first official Sydney 2000 Olympic Ticket Offer. The studies covered likelihood of and interest in attending the Games, and allowed for a population profile to be created to track ticket purchasing behaviour. This monitoring was conducted up until the first offer closed in the middle of July 1999 and then at intervals up to July 2000.

Throughout this period there was evidence to suggest that the majority of the public, despite some intense negative publicity,

still felt positively about the Sydney 2000 Olympic Games. Over 70 per cent claimed to be 'proud', around 60 per cent were 'positive', and half the population remained 'excited'. This was consistent with the findings of the Consumer Sentiment Monitor.

The degree to which the population claimed to be sharing the Olympic spirit was also consistent across the ticket offer period. There was still a proportion of the population that felt 'apprehensive' and 'uncertain', and this figure increased over the first offer period.

All these positive reactions indicated that there was high potential for converting the interest and enthusiasm expressed into attendance. The results from the final study, in July 2000, showed that a high proportion of the population was interested in attending. Over 40 per cent claimed to be interested. Being so close to the Games, this figure was more pertinent than those from previous studies.

Communications and Community Relations Division

The mission of SOCOG's Communications and Community Relations Division was to inform and involve all Australians in the Sydney 2000 Olympic Games. This involved establishing a wide range of communications channels, as well as designing, writing, editing and producing both general and specific public information about all aspects of the Games. Communications strategies targeted local communities as well as corporate Australia and the media. The overarching goal was to communicate that these were Australia's, not Sydney's, Games.

3. The launch of the Sydney 2000 logo in 1996 was celebrated in party style at Darling Harbour

4. Popular Australian singer Kate Cebrano entertains the crowds during the logo launch



The community and public relations strategy was divided into five key phases:

- Phase one, 'Establishment'
January 1994 to May 1995
- Phase two, 'Planning'
May 1995 to February 1997
- Phase three, 'Awareness'
February 1997 to December 1997
- Phase four, 'Involvement'
January 1998 to December 1999
- Phase five, 'Coordinated agency approach'
January 2000 onwards

The purpose, structure and rollout of community and corporate relations evolved in response to: changing organisational requirements; growth in public interest in the 2000 Games; involvement in communicating the details of major activities, such as the Olympic Torch Relay, ticket sales and volunteer recruitment; budget cuts; and slow organisational appreciation of public needs in relation to Games information.

Phase One, 'Establishment' **January 1994 to May 1995**

In 1994 it was important for SOCOG to establish an identity separate to Sydney Olympics 2000 Bid Ltd (SOBL). However, it was inappropriate to go into the marketplace with a Sydney branding when Atlanta was yet to stage its Games. SOCOG thus decided to delay public branding and promotion until after the 1996 Atlanta Olympic Games.

At this stage, the role of Community Relations was primarily information dissemination on request. This included provision of information to media, government agencies, the general public and business and community organisations. From 1994 to mid-1995, a number of communication tools were developed. These included:

- The *Sydney Spirit* newsletter: this eight-page newsletter, published bi-monthly, targeted Sydney businesses and interest groups and provided proactive and regular communication with a growing list of stakeholders. It was distributed to government agencies, Members of Parliament, sporting federations, and community and tourism groups. The last edition appeared in November 1999
- Progress reports: regular reporting served as an important tool to keep stakeholders informed on Games preparations. Reports prepared for the IOC, IFs and other members of the Olympic Family were presented in a number of different formats: written, video and photographic
- Provision of public information: a great surge in national pride occurred when Sydney won the bid to host the 2000 Olympic Games. People and organisations across the country wanted to connect with the Games, primarily by writing, faxing or calling SOCOG to request information. Public interest was centred on broad subject areas such as 'When will the Games be held?', 'Where will the venues be?', 'Which sports will be held there?' and 'How can I get involved/get tickets?'. Inquiries were received from all over Australia and internationally. The primary communication tools used in response to these inquiries were a series of information sheets and a generic information brochure on the Games.

Many inquiries were also received from commercial enterprises asking how they could provide products and services for the Games. SOCOG responded to these as 'expressions of interest' and filed them until more detailed planning was under way. Where relevant, such enquiries were referred to OCA, which was responsible for development of venues.

The communication tools used to educate the public were: a general information brochure addressing broad questions and issues; a suite of fact sheets providing more detail on particular topics; a media guide providing a summary of Games information; and media kits.

Together with the Australian Olympic Centre (AOC) and the Darling Harbour Authority, a statutory authority responsible for managing one of Sydney's key leisure centres, SOCOG helped develop an Olympic Information and Exhibition Centre. Located on the ferry South Steyne, which was built in 1938 and eventually retired to a permanent mooring in Darling Harbour, the Centre provided a showcase of Olympic memorabilia and information on Sydney's Games preparations.

The Centre was opened to the public on Australia Day 1995 and remained open 12 hours a day, seven days a week until February 1997. Catering to tourist groups, schoolchildren and the general public, it averaged 2500 visitors a week.

During the establishment phase, public information needs drove the community relations strategy. It was recognised that public-related communications would be a key pillar in the success of the Games. During 1995 public interest continued to grow and the communications role in SOCOG expanded dramatically. A new phase of SOCOG's communications management evolved with the formal establishment of the Communications Division.



SOCOG

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5. The National Education Program brought the Olympic spirit to thousands of school children. One of its highlights was the launch of 'Aspire', a multimedia Olympic education kit distributed to primary and secondary students in 10 400 schools around Australia

6. Community Relations staff set up information stands at various events and festivals around the country, aiming to educate the public about Sydney's Games



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SOCOG

7. Australian sporting icon Samantha Reilly promotes the 'Green and Gold Sock Day' in 1998, an initiative to create enthusiasm about the Games in the broader community. A year later, as part of the One Year to Go celebrations, Australians were asked to buy a pair of these socks, and the money raised was donated to the Australian Olympic Team

8. SOCOG's Community Relations area was involved in managing the Pioneer Volunteer Program, recruiting people who would lend SOCOG a helping hand in the lead-up to the Games

Phase Two, 'Planning'
May 1995 to February 1997

The Communications Division was established in May 1995. A key function continued to be the dissemination of information to the public and stakeholders, as the need for dedicated public relations, media relations and community relations functions within SOCOG became more obvious.

Community Relations managed SOCOG's relationships with key community groups and government agencies and its first group of pioneer volunteers. The Media Relations Program dealt with the increasing volume of media inquiries. Within

SOCOG, media activities were divided into two streams: proactive and reactive managing day-to-day mainstream media issues, crisis management and journalists' inquiries.

Once the Atlanta Games were completed, SOCOG began to brand itself in the marketplace. Considerable headway had been made in developing the operational strategies for staging the Sydney Games. It was now time to go public with an image, sponsorship drive and more detailed information about the Games.

Phase Three, 'Awareness'
February 1997 to December 1997

The Community Relations functions now focused on increasing the profile of the Sydney Games. Community and public relations strategies were developed to create excitement and a sense of general involvement in the Games. This included stands at community events and various national shows and fairs. It also included supporting other programs in their community initiatives. Towards the end of 1997 significant headway was made in planning strategic communications by ensuring community relations resources proactively supported key initiatives such as ticketing, the torch relay, volunteer recruitment and marketing.

The SOCOG Speakers' Bureau was established in 1993 in response to requests from community organisations and corporations for presentations on the Sydney 2000 Olympic Games Bid and subsequent Games planning. Negotiations with the AOC to formalise the operations of the Speakers' Bureau, under the banner 'Olympic Communicators', began in April 1997 and the program was formally launched on 25 September 1997. A joint arrangement was made with the AOC whereby proceeds from the Bureau through the charging of fees would subsidise a development program for Aboriginal and Torres Strait Islander athletes. Management of the Bureau was divided between the organisations, with SOCOG managing speeches relating to the organisation of the Games and delivered by SOCOG directors, executives, paid staff and volunteers. The AOC managed requests for Olympians, aspiring 2000 Olympians and AOC management and staff.

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DANIEL WAEGER/SOCOG

The Speakers' Bureau was an important channel for reaching community groups, but significant revenue targets meant that it also had to put considerable energy into promotion through the corporate sector. Revenue-raising was difficult in light of the Olympic controversies and their impact on community support. While requests from community groups were strong, there was considerable resistance to speakers' fees, and some goodwill was lost by requesting fees from community groups.

In each of the three years leading up to the Games, the Bureau worked with the NSW Department of School Education to provide SOCOG speakers to schools during Olympic Week, which is celebrated each year in June. Staff and volunteers made presentations to about 200 schools.

In March 1997, SOCOG hosted the first of a series of quarterly Industry and Community Briefings, the final briefing occurring on 10 August 2000. These briefings, usually held as breakfast seminars, kept relevant business and community groups up to

date with Olympic developments. Late in 1999 SOCOG joined with the NSW State Chamber of Commerce through the Olympic Commerce Centre to jointly host the briefings. The Bureau's operations were scaled down in 2000 when staff and volunteers moved toward Games-time roles and securing speakers became more difficult.

On 15 September 1998 sponsor Pacific Dunlop and the Communications and Community Relations Division, together with the Marketing Sponsorship, Media Relations and Consumer Products Programs, launched the 'Green and Gold' sock day as part of the Two Years to Go' activities. In 1999 'Green and Gold' sock day was again a focus, this time for the 'One Year to Go' celebration, held at Darling Harbour. During the day, there was a pin swap area, free entertainment and a live televised cross to Lausanne, Switzerland, during which the IOC issued the invitations to all NOCs to attend the Sydney Games. In the evening over 40 000 people enjoyed the entertainment and fireworks. The event was a resounding success and received extensive media coverage. Several radio and television stations presented their shows live from Darling Harbour. The community relations messages for the day were enthusiasm, excitement and celebration.

Phase Four, 'Involvement' **January 1998 to December 1999**

With public awareness increasing, it was important during this period to encourage Australians to become more involved in the Sydney Games. A busy schedule of community events and national activities was planned that focused on larger community events such as test events and the torch relay.

During this phase, another significant expansion in strategic communications occurred. In December 1998 the

communications area within Communications and Community Relations split into two functions: Corporate Communications, and Community and Public Relations.

The first project for Corporate Communications was to participate with other programs in developing a 'concept of operations' for Games-time communications. More than 30 separate program areas of SOCOG had communications-related responsibilities, each with varying degrees of control and management. This represented approximately A\$70 million in advertising, public relations and communications interests through marketing-in-kind (MIK), value-in-kind (VIK) and a cash component. Such a substantial investment warranted a detailed operational communications strategy. The Project Management and Special Tasks Division managed the 'concept of operations' and applied it across SOCOG. It was completed in February 1999.

Much of the 'concept of operations' was implemented immediately, but the key component, the rationalisation of cross-agency Games-time communication, did not proceed at this stage. As SOCOG, ORTA, OCA and Olympic Security Command Centre (OSCC) moved into 1999 and 2000, there was partial integration of public communication functions, but no real integration or agreement on a Games-time communication strategy. The reasons for this were complex. Essentially, they hinged on the progress each organisation had achieved in terms of planning for Games-time communication. Also, because co-dependent functions such as transport, venue delivery and event planning/ticket sales were conducted by different Olympic agencies, there was no clear mandate to oversee all agency communication functions at this point.

In December 1999 communications staff from Olympic agencies began meeting weekly. These meetings were

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JUSTIN THOMAS/SOCOG 9

9. A student from Newtown Primary School poses with mascot Oly after a presentation by Community Relations staff which educated young students about ways of getting involved in the Games
10. The first major test event for Olympic planning was the Royal Easter Show in March 1998 at Sydney Olympic Park, an opportunity for Community Relations to reach a wide audience, to promote the Games and recruit volunteers

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ROBERT PEARCE/SYDNEY MORNING HERALD

valuable in that they:

- fostered extensive sharing and knowledge transfer
- minimised duplication of effort
- streamlined and consistently communicated key messages
- identified and resolved problems through collaborative effort, and
- informed staff and lifted morale.

During 2000 the communications staff from OCA, ORTA and SOCOG were to come together in a formalised arrangement and operate as the one Sydney 2000 communications team.

'Welcome the World' Project

In addition to the initiatives and projects outlined in previous phases many of which continued through this period and into 2000, the multi-faceted 'Welcome the World' project was undertaken between 1998 and 1999. Many parts of the project continued into 2000.

It was obvious that in the lead up to, and during, the Olympic Games, Sydney would attract an increasing number of visitors from overseas, interstate and regional New South Wales. They would all form strong opinions of Sydney as an Olympic city, of Sydney as a tourist destination and, importantly, of Australians as hosts. Each of these visitors would judge the success of the Games by their overall stay, not just their enjoyment of Olympic events. The experience of the Olympic Games would encompass the culture, lifestyle and the people of the host city. In particular, visitors would remember the help, friendliness and hospitality offered by Australians.

The 'Welcome the World' project had two components: an industry-wide commitment to deliver an excellent standard of Olympic customer service, and grassroots community friendliness towards Olympic visitors. The program also included Games-time festivities, especially in Sydney's CBD, creating a party atmosphere for revellers. Overall, the 'Welcome the World' message was viewed as essential to the success of the Sydney Games.

A major public launch of Welcome the World was held in May 2000 at Customs Square, Circular Quay. Actor Bryan Brown was chosen as the spokesperson and Welcome the World Ambassador for the launch. Entertainment was provided by Christine Anu, and the Premier of NSW spoke of how 'Welcome the World' would help position Australia as a professional and welcoming nation. The Lord Mayor spoke about initiatives undertaken by the City of Sydney.

At the launch the major initiatives of 'Welcome the World' were announced:

- a major customer service training program. This was offered through TAFE NSW, with specialised training tailored for the retail, hospitality and transport industries, with up to 50 000 places, funded by the Department of Education and Training
- a retailer's guide to the city. This was a reference manual for retailers, restaurants, pubs and clubs on what was happening in the city, basic Olympic information, important telephone numbers, etc
- the Olympic Live Sites entertainment program, an

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GRAHAMIE MCCONNELL/SOCCOG



extensive program of free entertainment that would be crucial to the host city experience

- 'Late Night Sydney', a promotional program to encourage restaurants and retailers to open late during the Games, with 24-hour trading encouraged in the city
- retail displays 'Welcome the World' branding kits would enable retailers to dress their storefronts with uniform displays; and point of sale kits to demonstrate their participation in welcoming the world to Sydney
- increased tourism information services, provided by additional tourist information kiosks throughout the city
- community service projects, including the Clean Up Sydney campaign, whereby the public was encouraged to get involved in cleaning up the city and around Olympic sites prior to the Games
- taxi program. This included a major training program and a 'Cabbie of the Week' campaign
- consumer service for travellers, a 24-hour telephone service to resolve traveller issues, operated by the Department of Fair Trading
- Host City Open Day. As a test event for the Games and to provide Sydneysiders with a taste of what the Olympic experience would be like, a Host City Open Day was held on 29 July 2000. The day was organised primarily by the City of Sydney with assistance from the Welcome the World cluster and included an Olympic Live Site being activated at Martin Place, the opportunity to meet Olympic athletes, live entertainment, Olympic pin trading and a 'Race Around Sydney', which encouraged people to act as tourists for the day and test the service levels of Sydney retailers
- other major initiatives of 'Welcome the World' which were highlighted on the day but required separate media launches were the Samsung Athletes Family Host project and the Community Hospitality Project run by SOCOG's Multicultural Affairs Program.

Media coverage was extensive following the launch and from then on it was much easier to encourage industry and the community to support the program. A subsequent advertising campaign, '100 Ways to Say G'day', which was launched 100 days out from the Games, encouraged Sydneysiders to welcome visitors in their own unique way at Games-time and provided examples of ways to be good hosts. The campaign was relaunched at 50 days to go with '50 Ways to Say G'day', and was supported by ideas being announced on radio around the print advertisement.

Phase Five, 'Coordinated Agency Approach' January 2000 Onwards

A decision to unite Communications and Community Relations under the single Sydney 2000 brand was sponsored by OCA and approved by the Games Coordination Group (GCOG) and the Executive Communications Group (ECG) in December 1999.

A new entity, Sydney 2000 Communications, was formed. This comprised the communications staff from ORTA, OCA and SOCOG. All public communications produced on or after 1 March 2000 were produced under the Sydney 2000 banner.



13

SIMON FREEMAN/CITY OF SYDNEY ARCHIVES

A Sydney 2000 Working Group was formed with senior representatives of the three agencies. The Working Group met weekly and provided policy and strategy advice for the monthly ECG meeting to oversight the implementation of a single communications plan for Sydney 2000.

The ECG was formed by the Director-General OCA and chaired alternately by the Director-General OCA, the CEO SOCOG and the CEO ORTA. From June 2000, the ECG met fortnightly.

An audit of all publications and public communications planned or under way across the three agencies was conducted; the structure of the Sydney 2000 Communications team was based on teams of multi-disciplined communications specialists working in clusters on specific projects based around spectator information, ticketed and non-ticketed, local communities, travel demand, environment and 'Welcome the World',

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11 and 12. *Opposite page: The One Year to Go celebrations in Darling Harbour proved to be an enormous success for the Community Relations Program. Thousands attended the festivities showing the widespread support and enthusiasm*

13. *Members from the leading service industries, education and training faculties gather at the launch of the Welcome the World Program at Circular Quay. These groups united under the Welcome the World banner to improve customer service and ensure Sydney put on its best efforts for international visitors*

14. *Bryan Brown, well-known Australian actor, speaks at the Welcome the World launch*



CAMERON BLOOM/SOCOG



15



SOCOG

as well as providing support, when required, for communications to sponsors and other key stakeholders.

The Olympic Journey

The involvement of the Australia-wide community, not just that of the City of Sydney, was important to SOCOG's mission. One of its significant community projects was the 1997 Olympic Journey, which took a preview of the Olympic Games to

communities around Australia, including key rural and regional areas. The Olympic Journey featured parades, picnics, dinners and exhibitions on its 116 320 km tour at a cost of A\$3.1 million. This was the first such event undertaken by an Organising Committee for the Olympic Games (OCOG). It also functioned as a promotional event for the future torch relay.

The Olympic Journey, presented by Team Millennium Olympic Partners (TMOP) Westpac and Westfield with support from other sponsors, was launched at the Sydney Town Hall and the first community parade was held in Parramatta on 1 June 1997. Twenty-five thousand people watched the parade and 10 000 went to the picnic afterwards.

During its five months on the road the Olympic Journey project visited all capital cities and many regional centres; it concluded in Melbourne on 17 November 1997. It incorporated 24 'main street' community parades and a visiting exhibition, which was staged in Westfield Shoppingtowns at each centre. The parades featured famous Australian athletes, local Olympians and Paralympians, a replica of the Olympic flag and the flags of all competing nations. The idea was to give communities a taste of the fanfare and pageantry of an Olympic Games Opening Ceremony, while actively involving local councils, community groups, volunteer organisations, schools and athletic clubs in the celebrations.

The Olympic mascots Syd, Millie and Olly made their first public appearances during the Olympic Journey. After the street parades, family-oriented community picnics reinforced the message that each town and city on the tour was beginning its own Olympic Journey.

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SOCOG

15. Olympic mascots Syd, Millie and Olly pose in front of Parliament House on a stop during the Olympic Journey around Australia in 1997

16. The Olympic Journey was the first major community relations exercise undertaken by SOCOG, involving 15 970 flags, 89 700 hours of rehearsal and 2582 of Australia's top sports stars

The Olympic Legacy Travelling Exhibition

The 'Olympic Legacy: Benefits to the Community' travelling exhibition, held in 1997, 1998 and 1999, was sponsored by OCA and managed by the Australian Museum. Its purpose was to take the spirit of the Games throughout New South Wales and give country regions a sense that they were part of the development towards 2000 by:

- providing rural people with opportunities to see how Olympic construction was progressing and how the facilities would be used after the Games
- explaining the long-term benefits that hosting the Games would provide to the whole of the state, and
- providing information on Olympic-related opportunities for rural businesses.

The exhibition highlighted the development of construction of the Olympic facilities at Homebush Bay and in western Sydney and comprised 20 information panels, interactive components, updated videos on construction and development, brochures and a large model of the Sydney Showground. It travelled almost 12 000 km throughout New South Wales during its three years on the road.

The Minister for the Olympics, Michael Knight, launched the exhibition in rural New South Wales at Wagga Wagga in August 1997. From there it travelled to 34 regional centres, smaller towns and fringe metropolitan locations in the state and was visited by nearly 30 000 people, including 13 500 schoolchildren. The exhibition stayed in each location for a week, with the exception of Wollongong, Newcastle and Gosford, where it was open to the public for two weeks.

Education programs for schools were held in conjunction with the exhibition, as were Olympic Business Seminars, at which staff from OCA, SOCOG, NSW Tourism, State and Regional Development and the Sydney 2000 Commerce Centre addressed local community representatives on how they could take advantage of business opportunities created by the Games.

OCA's media unit developed a regional communications program to support the exhibition. The unit's activities included: inviting selected regional media to Sydney for a tour of the Homebush site and to meet with the Olympic Games Minister and OCA project directors; developing media kits; and organising a Ministerial media launch at the first location of each regional tour of the exhibition.

Visitors Centre, Sydney Olympic Park

The redevelopment of the Homebush Bay site as Sydney Olympic Park provided a strong focus for community interest in the preparations for the Games. Even before OCA was created in June 1995, bus tours of the site were being provided three times a day and inspections were organised for visiting VIPs. In OCA's first year some 30 000 people toured the site and publications and videos were prepared to explain its character and the proposed developments. These included the extensive environmental initiatives being undertaken in site remediation. OCA speakers addressed community groups and schools, and displays were provided for events in surrounding communities and at the Royal Easter Show.

Construction commenced on the site during 1996, increasing public interest and more than doubling the number of people undertaking tours. To assist in satisfying community interest and to ensure that soundly based information was available, OCA opened a Visitors Centre in the largest heritage building on the site on 2 January 1997. This building formerly housed the headquarters of the State Abattoir Corporation, one of the historic industrial users of the site.

The Visitors Centre became the first stop for community, school and tourist bus visitors to Homebush Bay as well as serving the needs of the many individuals who drove through or arrived by regular bus services. It provided free fact sheets on all the developments on the site and included a theatre which showed videos of the site's environmental projects, the facilities development taking place, and the Olympic and Paralympic Games. Between January 1997 and August 2000, more than 1.2 million people visited the Centre and nearly 6000 guided tours of the site were provided. The Centre was open seven days a week and staffed by fully trained guides who could explain the exhibition, which was regularly updated, and assist visitors with guided walking or bus tours.

Another function performed by the Visitors Centre was to support the various VIP and Guests of Government programs by providing special visitors with tours of the exhibition and the site. Over the period 1997 to 2000, almost 1400 such tours were conducted for members of royal families, heads of state and political leaders from all over the world, and visiting Olympic officials. At Games-time, the centre was converted into a VIP hospitality suite for entertaining special visitors to the Games.

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17. GamesInfo booths were set up around the Olympic venues in order to provide information to the public before and during the Games

18. The Homebush Bay Visitors Centre at Sydney Olympic Park was established to satisfy queries from residents, media and international visitors alike



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ROGER SCOTT/SOCOG



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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY





5



Sydney 2000



Sydney 2000



Sydney 2000



Sydney 2000



Sydney 2000





GOING OPERATIONAL

The adage that 'the proof of the pudding is in the eating' applies to the Olympic context, as it is only what happens during the 16 days of the Games themselves that determines whether or not the Games are a success – no matter how much planning has gone on in the seven years beforehand. This is why operational planning is so crucial to the successful completion of the Games-time task.

The idea of Command, Control and Communications (C3) is to provide a Games-wide framework for integrated operations and decision making. The initial concepts for command and control of Games-time operations were developed by SOCOG in 1997. They were approved by the SOCOG Board as outlined in the *Command and Control Concept of Operations* document in September 1997 after consultation and input from Olympic Co-ordination Authority (OCA), Olympic Roads and Transport Authority (ORTA) and Olympic Security Command Centre (OSCC).

Operational Principles

Following are the nine key contexts under which the Games-time C3 structure operated.

The Event Drives the Structure

The activities of Sydney 2000 needed to be structured around and responsive to the needs of the event. Overall the Olympic Games are a sporting event and during the Games period operational planning must be geared to supporting the sports and the venues in which they are held.

The Event is Owned by Third Parties

The Sydney 2000 Olympic Games were conducted within a framework of a contractual agreement between the IOC and other parties to the Host City Contract. The individual sporting competitions were the responsibility of the respective IF's, which had ultimate responsibility for the conduct of the event. The Sydney 2000 structure had to define appropriate relationships with these bodies.

The Principle of Devolution of Decision Making is Critical

The fundamental principle of C3 across the Games was devolution of decision making to the lowest level as far as practicable, within agreed levels of authority, in particular budgetary authority. Only those decisions which could not be sensibly made by venue or other operational teams were escalated to the key Games-time command centres. Equally, as far as practicable, command centre teams escalated issues to the top of the Sydney 2000 structure only when they could not sensibly be taken at the command centre level.

Empowering decision makers as far down the chain as possible led to a situation where, as far as possible, decisions were taken by the relevant operational teams and were referred to the next level of authority only when: a significant issue required an integrated response; there was a resource-sharing issue; the decision affected multiple venues or precincts; there was a significant financial impact; or there was a broader policy issue or special sensitivity involved.

'Dual Reporting' Obligations

One of the most fundamental principles of SOCOG's structure was the matrix-reporting concept. In the early stages of planning, while strategy was being developed at a program level, Program Managers played the lead role. For example, the Program Manager, Accreditation was developing access privileges and specifying the requirements of the Accreditation technology.

By Games-time the Venue Manager had the ultimate responsibility to ensure services were delivered at the venue, supported by relevant Program Managers and key executives in the Main Operations Centre (MOC). At this time, Program Managers were responsible for maintaining Games-wide coordination and consistency. At the venue level, each functional representative of a venue team had primary reporting responsibility to the Venue Manager and secondary reporting responsibility to the Games-wide head of their program area.

Further, OCA, ORTA and OSCC had ongoing statutory obligations to the public in addition to the direct contractual obligations to SOCOG for the provision of specific Games services, and wider obligations to the Sydney region as a whole to ensure Sydney functioned well for both Olympic and non-Olympic activities.

The Needs of the Games Must be Balanced with the Needs of the City

A city needs to function normally throughout the period of the Olympic and Paralympic Games. People still need to do their work and go about their general daily business. Therefore, the Sydney 2000 Games structure needed to be responsive to the wider needs of the city as well as to the direct needs of the Games. For example, particularly in the areas of transport and security, the statutory strengths of ORTA and OSCC, as well as their structures, allowed them to coordinate Games-specific tasks with their obligations to the wider community.

OCA in particular was tasked with working with other authorities to ensure they were fully aware of the impact of the Games. This was particularly the case for the Sydney CBD where OCA, ORTA, OSCC and the Council of the City of Sydney worked closely together to manage the impact of Olympic spectators and revellers soaking up the atmosphere on the normal routine of the city.

A Clear, Single Point of Management Identified in Each Venue Team

The key to the success of the structure was that there was a single point of management in the venue team, namely

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1. The Olympic rings are etched in the sand at Bondi Beach as the Games drew closer and organisers geared up for the event

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2. At Martin Place in the heart of Sydney's CBD, business had to continue as usual while Olympic visitors were entertained at Live Sites and in the Olympic precincts. All Games planning had to take the city's needs into account

the Venue Manager. The early establishment of this concept was the key to rolling out the balance of the detailed command framework.

Coordination Through a Central Point

The MOC was identified early as the focal point for coordination and reporting of all venue and program activities directly supporting the event, with close linkages to the other Sydney-wide command centres which coordinated both the Olympic and non-Olympic needs of Sydney such as transport, security, city operations, waterways, etc.

Single Structure Adopted for Olympic and Paralympic Operations

A command structure was developed that provided a framework which applied equally to the Paralympic Games and the Olympic Games. This meant that the bulk of executives responsible for Olympic operations were similarly responsible for Paralympic operations.

Games Structure was Developed Simultaneously 'Bottom Up' and 'Top Down'

The development of the venue team structure by Venue Management and the Games wide structure by C3 occurred simultaneously and in consultation. This approach was taken to ensure that philosophies were consistent and the structures were complementary.

While these principles were adhered to as much as was feasible, at Games-time integration and operational reporting lines became more sophisticated; so too did the operational structures for Games-time Command and Control, particularly the coordination across the key Olympic agencies.

As with all aspects of Sydney 2000 planning, the structure for the day-to-day operations of the Games underwent major evolutionary changes over the period of planning, as lessons were learnt from test events and from the main operational exercise, the Sydney 2000 Operational Readiness Exercise (STORE). Importantly, the integration of the Olympic agencies into one Sydney 2000 organisation in early 2000 established the parameters and final reporting structures for Sydney 2000's operations.

One of the key philosophical underpinnings in the migration to becoming operationally ready was the notion of 'venueisation' – the movement of staff from program areas into venue teams. At the same time, by 2000 this event-based process had to be integrated and coordinated with the roles of the government agencies which provided both event services to SOCOG and wider services to the whole Sydney community. As much as possible the event services were integrated within the Venue Management and MOC framework while the broader services were coordinated through the Games Coordination Group (GCOG) process with Minister Knight and David Richmond undertaking overall coordination outside GCOG meetings.

This process involved recognising that while each venue contained a number of different program areas, under the matrix-reporting model functional representatives needed to work together, putting the needs of the venue first to ensure a successful Games.

An important aspect of the venueisation process was the creation of a separate Venue Manager and Sport Competition Manager for each venue. This system allowed the person in charge of sport to focus wholly on the sporting competition and the needs of athletes and officials, while operational aspects such as spectator services, accreditation, technology and the management of VIPs were looked after separately.

Operational Oversight by GCOG

At the pinnacle of the Sydney 2000's Games-time operational matrix was GCOG. GCOG was the key to achieving full integration of all Olympic agencies and ensuring their operational readiness. Established in late 1999, it brought together the top executives of the key agencies responsible for staging the Games.

The catalysts for the formation of GCOG were the SOCOG ticketing crisis and subsequent budget problems, together with the need for greater supervision of staff and for greater input from executive management into the decision making oversight process.

However, it was also obvious by late 1999 that there needed to be closer integration between all Olympic agencies to ensure that all agencies took full account of decisions and policies and that Games preparations could take place in a coordinated way.



KATE GERAGHTY/FAIRFAX

GCOG was formed to facilitate decision making in the final stages of preparations for the Games.

GCOG comprised the Minister for the Olympics and President of SOCOG Michael Knight, the chair of the SOCOG Sports Commission and President of the Australian Olympic Committee John Coates, OCA Chief Executive and Deputy David Richmond and Mick O'Brien, SOCOG CEO and Deputies Sandy Hollway, Jim Sloman and Michael Evers and ORTA CEO and Deputy Bob Leece and Geoff Amos. At Games-time GCOG was joined by the Police Commissioner and the head of the OSCC Commissioner Peter Ryan and Commander Paul McKinnon and the CEO and Chief Operating Officer of Sydney Olympic Broadcasting Organisation (SOBO) Manolo Romero and Gary Fenton.

GCOG was a high-level mechanism which worked through a range of issues and determined necessary actions in a coordinated way on matters which were the responsibility of each of the key agencies.

From February 2000 to September 2000, GCOG determined a range of key operational strategies and policies for the Games. Where issues had not been resolved at senior management levels, the GCOG meetings facilitated a sensible outcome. While the ultimate formal power to make decisions rested elsewhere – in the case of OCA and ORTA with the Minister for the Olympics, in the cases of the Sports Commission and the rest of SOCOG with their respective Boards – GCOG was where the integrated decisions of Sydney 2000 effectively occurred.

GCOG initially met fortnightly, then weekly, and at Games-time daily. The meetings were chaired by the Minister/President or, in his absence, by David Richmond.

GCOG was not called upon to make large numbers of formal decisions. Rather, GCOG was established to ensure that operational milestones were being achieved and to act as a clearing house and sounding board for proposed operational procedures. Indeed, the very fact of GCOG's existence and of line managers having to report their progress to GCOG ensured that rigour and timelines were built into the decision making and implementation system.

In early 2000 the ability of the next stage of the ticket selling process to go ahead was hamstrung by the lack of firm detail on venue seating numbers. GCOG set a deadline for finalising of the number of seats in venues and forced OCA and SOCOG venue planners to confirm the number of seats so that the next phase of operations could begin.

While GCOG was the virtual 'court of last resort' when it came to disputes on cross-agency issues, its role was really to ensure that agencies solved their problems before they were escalated to the GCOG level.

GCOG enabled a level of cross-organisational presentation and commitment that had no scope to exist previously. One of the key issues GCOG examined was the issue of the torch relay in the CBD of Sydney. The size and scope of this project by necessity involved cooperation between a number of agencies



3

TONY FEDERALSPORT

– SOCOG torch relay, ORTA, OSCC, OCA and the City of Sydney – with an integrated plan for all activities in the city to facilitate the torch relay.

By asking for a briefing on a topic like this, GCOG ensured two things. Firstly, it reinforced the integration of various groups working on a particular project, and secondly, allowed a presentation to a body with the broader responsibilities of Sydney 2000 rather than one individual part of it.

The work of GCOG can be better understood by an examination of the types of issues that were dealt with at any particular GCOG meeting. Regular items on the agenda included Olympic ticketing updates, communications, Paralympic issues and workforce issues.

The type of specific issues that came to GCOG for analysis and decision where necessary, included as a random and non-exhaustive selection: coordinated communications plans for the Games; briefings on the Day of a Life of a Sponsor or a VIP at the Games; the policy on non-event ticketed spectators; presentations on logistics and organisational detail for sports that occurred in the urban domain; food pricing strategy; venue seating plans sign-off; sensitive protocol issues; and preparedness of the mobile phone system.

Thus it can be seen that the role of GCOG was to oversee operational preparedness and make sure everything was on track; it was not necessarily to set policy decisions. GCOG fine-tuned plans across the organisations and focused on major operational issues.



GREG GARAY/SOCOG

4

3 and 4. The Games
Coordination Group helped to establish special transport arrangements for the arrival of the torch relay in Sydney. Larger-scale coordination of police, transport control and other high priority areas were also monitored by the Group



During the Games GCOG played a significant role in overseeing the complete operations of the Games and as the liaison point between Sydney 2000 and the IOC.

GCOG met each morning during the Games prior to the IOC Coordination Meeting. These meetings aimed to address strategic issues affecting the Games, issues emerging for action and media issues. Members were briefed on the major operational issues and their solutions, given a progress report and answers to questions raised by the IOC, and formulated the day-to-day media strategy for the whole Sydney 2000 operation. Members

of GCOG then had a daily meeting with members of the IOC Executive Board and the senior NOC and IF officials who comprised the IOC Games-time Coordination Commission. From an operational perspective, throughout the period of the Olympic Games the work of the SOCOG Board was suspended and in its place a Games Time Commission (GTC) consisting of SOCOG President and Minister for the Olympics Michael Knight and AOC President and Sports Commission Chairman John Coates was established to make any decisions at short notice that would normally have been made by the SOCOG Board and Sports Commission.

Table 1

Games-time Operational Issues and Commands

Executive	Games-time Role
Michael Knight	<input type="checkbox"/> Olympic Games Minister, SOCOG President, Games Time Commission (GTC) <input type="checkbox"/> Leader of Sydney 2000 delegation reporting to the IOC <input type="checkbox"/> Ultimate responsibility for all Sydney 2000 operational, corporate and public information activities
John Coates	<input type="checkbox"/> Senior Vice-President of SOCOG, GTC, Chair of Sports Commission <input type="checkbox"/> Chef de Mission of Australian Team
David Richmond	<input type="checkbox"/> Director-General of Sydney 2000 and Director-General of OCA and SOCOG <input type="checkbox"/> Responsible for overall operational command, coordination, government coordination, urban domain coordination and interagency coordination <input type="checkbox"/> Global Sydney 2000 expenditure monitoring <input type="checkbox"/> Ultimate control of media and public communications
Bob Leece	<input type="checkbox"/> CEO of ORTA and Deputy Director-General OCA <input type="checkbox"/> Responsible for overall command and control of traffic and transport <input type="checkbox"/> Responsible for overall coordination of city events
Sandy Hollway	<input type="checkbox"/> CEO of SOCOG <input type="checkbox"/> Responsible for overall coordination of Sydney 2000 stakeholder representatives, including VIPS, dignitaries, etc.
Commissioner Peter Ryan	<input type="checkbox"/> Commissioner of Police, New South Wales <input type="checkbox"/> Overall command and control of security activities and interface with the event and the urban domain
Jim Sloman	<input type="checkbox"/> Chief Operating Officer, SOCOG <input type="checkbox"/> Overall command and control of Main Operations Centre, venue (competition and non-competition) operations, logistics and event operations generally
Mick O'Brien	<input type="checkbox"/> Assistant Director-General, OCA <input type="checkbox"/> Overall control of venue services, catering, cleaning, site management and management of Sydney Olympic Park
Michael Eysers	<input type="checkbox"/> Deputy CEO, SOCOG <input type="checkbox"/> Overall coordination of corporate matters – sponsors, marketing/corporate issues, ticketing, rights holders, financial management
Geoff Amos	<input type="checkbox"/> Deputy CEO, ORTA <input type="checkbox"/> Operational command of transport and traffic activities
Commander Paul McKinnon	<input type="checkbox"/> Commander, Olympic Security Command Centre <input type="checkbox"/> Operational command and control of security activities
Manolo Romero	<input type="checkbox"/> CEO, Sydney Olympic Broadcast Organisation (SOBO) <input type="checkbox"/> Overall command and control of broadcast activities
Gary Fenton	<input type="checkbox"/> Chief Operating Officer, SOBO <input type="checkbox"/> Operational control of broadcasting

This meant that for the period of the Games the GTC made all policy decisions. Operational decisions were taken in accordance with the Sydney 2000 operational principles outlined in the first section of this chapter and via the operational commands put in place for the Games.

Table 1 on page 256 illustrates the key Games-time roles of the GCOG executive members and gives an overview of the importance of GCOG in the Sydney 2000 operational matrix.

Evolution of Operational Structures

In the initial phases of operational planning, including the key areas of C3, responsibilities focused on SOCOG's venue management role with input from OCA, ORTA and OSCC. By Games-time and the emergence of one integrated Sydney 2000 team, key roles in each of the five operational commands were split between former executives of each of the independent agencies.

The first development of the Games-time command and control concepts was undertaken in late 1997 with the establishment of the C3 Program. During the planning phase the program was responsible for establishing the structure which applied to all those involved in Games operations and for guiding the organisation through the phases of its evolution to an eventual Games-time structure.

SOCOG's C3 Program was responsible in its early phases for developing the overall operational plans and concepts of operation for specific program areas, and for the development of a generic venue operational plan which was later adapted for each specific venue. The important concept adopted at this early stage was that Games operations would actually be run on a venue basis. This contrasted with the existing structure of SOCOG, divided as it was into various programs.

Notably, in these early days Games organisations programs were still very much focused on planning their own responsibilities, and many programs particularly within SOCOG had not grasped the wider picture of how each area fitted in with the others in the operational scheme of delivery of services at the venue.

A further development in terms of cross-functional planning was the creation of the Event Operational Group (EOG), comprising senior executives from the operational arms of SOCOG, SPOC, OCA, OSCC and ORTA, that met monthly to resolve major issues.

Following from the adoption of these venueisation principles the C3 Program was responsible for formulating the detailed venue operational plans and the MOC strategy. It was also recognised that special operational parameters needed to be put in place for the operation of the Common Domain at Sydney Olympic Park during the Games, in recognition of its unique nature.

A significant turning point in the push towards operational readiness was reached in 1999. Throughout the year the focus of command and control was to gain a Games-time focus and the momentum to keep driving the Sydney 2000 alliance towards the Games-time structure. Operational

planning became increasingly detailed, with the ultimate aim of reaching minute-by-minute operational plans in 2000.

This started with the first major evolution of SOCOG's structure towards a Games-time environment – making a distinction between the 'operational' elements of the structure under Deputy CEO and Chief Operating Officer Jim Sloman and the 'corporate' elements initially under CEO Sandy Hollway and then Deputy CEO Michael Evers. This Games-time structure was implemented across the whole of SOCOG in August 1999.

A major test of operational planning was provided in September 1999 with the staging of 19 test events and the Chefs de Mission seminar. The MOC was activated during the major September Cluster of test events to test its systems and the operational assumptions that had informed Games planning to this point.

A new operational oversight model was adopted at the end of 1999 with the establishment of GCOG. The creation of GCOG completed the process of full integration between Olympic agencies that complemented the integration that had been occurring within SOCOG.

This process was significantly hastened in February 2000 with the outsourcing of a number of key operational areas to OCA from SOCOG and the subsequent allocation of NSW Government funds to assist SOCOG to deliver the Games, under closer NSW Government monitoring.

The Sydney 2000 alliance continued to strengthen with the increasing recognition of the need for an integrated, aligned, single team. Agency branding was gradually eliminated and

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5 and 6. After a venue-based management structure had been established, the test events held in 1999 helped to check operational readiness. Various operational areas such as accreditation could be tried and tested



5

BRONWYN RENNE/SOCOG



6

BRONWYN RENNE/SOCOG

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7. Spectator Services were outsourced from SOCOG to OCA as part of the operational integration of Sydney 2000 leading up to the Games

8. Implementing the Look of the Games, signage and all temporary overlay were also overseen by the Olympic Co-ordination Authority



ROGER SCOTT/SOCOG

the entire Games workforce was encouraged to think of themselves as a single team delivering the Sydney 2000 Games. In a major initiative aimed at cementing this united philosophy, and recognising the financial troubles of SOCOG, the SOCOG Board in February took the decision to outsource to OCA responsibility for delivering a number of services. This decision, which sought to marry the resource bases in SOCOG with their OCA counterparts, recognised the need to minimise duplication between agencies and to maximise opportunities to share resources.

To ensure accountability and to formalise arrangements, in August 2000 the appointment of the Director-General OCA to the position of Director-General of SOCOG provided clear authority to this position to manage all SOCOG staff and resources during the Games. The new position of Director-General SOCOG was intended to reinforce formal authority over SOCOG staff at Games-time.

The SOCOG Board, at the recommendation of Minister Knight, after consultation with the NSW Government, decided:

- to outsource to OCA a fixed price package involving more than A\$500 million in SOCOG-budgeted expenditure of venue operational programs and budgets including venue acquisition, Overlay, Look, Environment, Spectator Services, Catering, Cleaning and Waste Management for all venues other than the Villages, and

- to approve implementation of financial management controls involving OCA review and approval of all Games operating plans other than the Villages and sport programs, establishment of joint OCA/SOCOG planning and management mechanisms and OCA reviews of specific SOCOG programs as agreed by the Director-General OCA with the President and Senior Vice-President of SOCOG.

Thus OCA was not only responsible for providing these services to SOCOG but assumed responsibility for control of SOCOG's management, staff and contractors involved in these functions, and total control of the associated budgets. This initiative was not just about outsourced areas but about utilising limited resources and achieving the genuine integration across Sydney 2000 which was essential. Many areas were co-located and worked closely in joint teams.

OCA became responsible for the formal review and endorsement of all venue and related operating plans to ensure compliance with the budgets outsourced to it from SOCOG. This process applied to all areas of operating plans except for the sport-specific functions.

The structure and concept for the Games period changed significantly in the six to nine months leading up to the Games. The combination of the outsourcing of responsibilities to OCA, the impact of Exercise STORE, and the closer examination of structures when Games-time was imminent, forced these changes, which ultimately assisted in the success of the Games.

A major part of the integration of the Olympic agencies was the decision by the GCOG at its meeting of 18 January 2000 to adopt a 'single brand' for all Olympic-related communications across SOCOG, OCA and ORTA, effective from 1 March 2000. Public communications united under the Sydney 2000 brand included the functions of media, advertising, publications, public information including web sites, information booths and call centres and all areas where an interface existed between agencies and the general public.

The decision to eliminate separate agency branding aimed to prevent unnecessary discussions and debates about agency lines and use the collective resources base to get the job done. At this stage it was 32 weeks before the Games and the State Government, as major stakeholder and underwriter, recognised the need to review a number of risk areas.

Following the outsourcing of programs, the Chief Operating Officer SOCOG Jim Sloman, the Director-General OCA David Richmond and the Assistant Director-General OCA Mick O'Brien undertook a series of program reviews for the following areas: Logistics, Catering and Cleaning, Spectator Services, Waste Management, Games-time Merchandising, Accreditation operations and Interstate Football. The purpose of the reviews was to identify the scope of the program area, the current status of preparation, the impacts of any contracts entered into and issues requiring further analysis or resolution.

The reviews were conducted within a strict timeframe with reports completed within a four-week period of review and



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

consultation. An action plan for each area was developed and the identified risks were addressed. In certain circumstances the risks could not be actioned but were able to be managed in a more strategic way.

Formal approval of *Event Plans*, which incorporated the operating policies for the venue and any venue-specific exceptions to generic policies, was via joint sign-off by the Chief Operating Officer SOCOG and the Director-General OCA.

Prior to sign-off, reviews of *Operating Plans* were performed by an Executive Review Team comprising the relevant OCA MOC Executive and OCA's Senior Director Planning, with direct input from the appropriate SOCOG Venue Managers and MOC Executives. To facilitate a formal sign-off, each Venue Manager was required to make a presentation to the Executive Review team. The decision to require operating plans to be endorsed in such a manner ensured that all operational issues, life safety issues and planning controls placed on the venues were adequately addressed.

A Resource Management Group was also established; this managed the interface between the budgets and was responsible for OCA review and assessment of venue and related operating plans prior to submission for sign-off.

A number of Games-wide structures were introduced to assist with the planning:

- Venue Team Planning Meetings: chaired by the Venue Manager, including OCA, ORTA and OSCC
- Venue Readiness Meeting: jointly convened by relevant SOCOG and OCA MOC executives
- Venue Integration Meeting: jointly convened by the General Manager Venues SOCOG and Assistant Director-General OCA
- Functional Area Command Team (FACT): jointly chaired by Chief Operating Officer and Director-General OCA and
- Executive Operational Readiness Group (EORG): was jointly chaired by the Director-General OCA and the Chief Operating Officer SOCOG, and reported to GCOG.

The MOC executives played a key role in supporting Venue Managers to solve problems and resolve Games-wide issues. These personnel continued to undertake these roles at Games-time in the MOC.

A key development in operation preparations was Operation STORE, held in mid-2000. SOCOG, on behalf of the key Olympic agencies, contracted an agency to develop and conduct STORE, a large-scale multi-agency simulation exercise designed to exercise key Olympic agencies in the operational and strategic level interaction and management processes that it was envisaged would be required during the Games.

The major command and control centres participating in STORE were: Main Operations Centre (MOC), Olympic Security Command Centre (OSCC), Olympic Precinct and Regional Operations Centre (OPRO), Olympic Communications Centre (OCC), Transport Operations Centre (TOC), Common Domain Operations Centre (CDOC), Central Sydney Command Centre (CSCC), Village Operations Centre (VOC), Village Security



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SCOTT BARBOUR/ALLSPORT

Command Centre (VSCC), Protocol Coordination Centre (PCC) and Sydney Harbour Operations Centre (SHOC). The Games Coordination Group (GCOG) also participated.

The collective objectives of the exercise, supplemented by agency-specific objectives, were:

- key executives and managers were exercised in standard operating procedures
- decision making was successfully achieved using the tools available
- the joint meetings and information gathering process operated successfully
- adequate interaction between agency commands was achieved and the communications protocols effectively exercised
- integrated media and public information mechanisms were understood and rehearsed.

A number of scenarios based on historical data from incidents during previous Olympic Games, were developed, along with other credible scenarios.

STORE provided an insight into the interface between GCOG and key command centres, and some lessons on the operations of both the MOC and GCOG. STORE was considered a good environment for Olympic agencies to gain an understanding of the operational procedures and process of the other agencies and demonstrated a strong capability to address issues at venue and program level sometimes with the appropriate encouragement to keep the issue at program/venue level. STORE did, however, raise the following key strategic weaknesses:

- MOC was not well equipped to problem-solve and address systemic issues, as the volume of issues being fed into MOC to the Chief Operating Officer was simply too large
- there were inadequate liaisons between the various Operations Centres – MOC, TOC and OPRO, etc
- the internalised nature of MOC processes risked compromise to lead statutory roles and overall Sydney 2000 coordination



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ROGER SCOTT/SOCO

9 and 10. As part of an exercise in operational readiness, all major control and command centers went through a variety of hypothetical issues including security transport and airport operations. The exercise was designed to assess how the different Olympic agencies and operational areas responded to the what-if scenarios

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11. Entry into the Main Operations Centre was always strictly controlled
12. All operational areas were represented in the Main Operations Centre at Games-time, where issues escalated from the venues were addressed and resolved

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CHARLES BUTCHERS/COG

- the public positioning of Sydney 2000 on some issues was conceptually poor, and consequently Sydney 2000 public communications coordination was placed at risk
- the lack of timely use of CDOC by venues could place overall Sydney Olympic Park operations at risk.

To address these issues GCOG agreed to substantially strengthen MOC and focus on improved inter-command centre and GCOG communications, while integrating media management and public communications.

A position of Duty Executive was established within MOC with responsibility for overseeing all operational activity within MOC, and the Assistant Director-General OCA was designated to roster into the Chief Operating Officer role to make the task more manageable. A decision support team was appointed to MOC to assist the Chief Operating Officer and liaison officers from TOC and OPRO were located in MOC.

These actions enabled the Chief Operating Officer Jim Sloman to step back from what would be, at Games-time, literally minute-by-minute operational feedback from around 140 venues, to be able to address critical and systemic issues, make decisions and/or recommendations to GCOG Minister Knight and David Richmond.

The public communications process required significant post-STORE analysis. GCOG agreed to co-locate the Olympic Communications Centre with MOC to ensure greater connectivity between the operations and the media/public communication teams, and to appoint an overall coordinator across all agencies. Brian Dale was appointed to this role.

Games-time Operational Issues and Commands

Diagram 2 on page 262 represents the Games-time operational mechanisms, showing the responsibilities and linkages between the key operational commands in place during the Sydney 2000 Olympic Games.

Main Operations Centre

The MOC was the central point of coordination, reporting and where necessary decision making for the operational aspects of the Games. Every venue and program had a direct reporting relationship to a member of the MOC executive.

MOC executives had specific portfolios of responsibility comprising a number of venue teams and functional teams. In brief, all MOC executives were responsible for:

- acting as the central point of coordination, reporting and decision making for all teams within the portfolio
- facilitating Games-wide integrated decision making
- addressing specific venue and/or program command queries, and
- monitoring all venue and program activities through Venue Manager/Program Manager daily reports and providing proactive feedback through the Games daily summary report.

The MOC executives were a mixture of SOCOG and OCA senior staff. Along with these executives and a small group of support staff, MOC also included dedicated liaison officers assigned to the areas of Transport, Security and Technology who proved extremely effective.

The Sport Command Centre managed by Bob Elphinston was co-located with the MOC. This allowed close communication between the two areas regarding the progress of the competition schedule and any issues arising that might have affected competition, such as transport delays or weather.

Bureau of Meteorology staff were also co-located within the MOC to provide frequent ad hoc advice and consultation when there was a threat of bad weather. This allowed coping strategies to be put in place promptly, and the relevant Venue and Program Managers contacted.

MOC became operational on 1 August 2000 and fully operational on a 24-hour basis from 28 August 2000, two weeks prior to full Games operations and three weeks prior to the Opening ceremony.

MOC daily reporting commenced on 28 August and concluded on 30 October, after the Paralympic Games. During each day of its operations, MOC received written reports from all 74 directing reporting areas 27 competition venues, 14 non-competition venues, Sydney Olympic Park Common Domain and 32 program areas and created daily summary reports for a number of constituents, in particular for GCOG executives summarising the key issues.

The major focus of the MOC executives' day was the Daily Meeting at 6:30 am, which was the forum for distribution of the Daily Issues register and discussion of key issues. From

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CHARLES BUTCHERS/COG

this meeting a briefing would be forwarded to the 7:30 am meeting of GCOG to prepare them for their 8:30 am Coordination Commission Meeting with the IOC.

The MOC was located within Sydney 2000 Headquarters at Ultimo on the edge of the Sydney CBD.

Transport Operations Centre

The Transport Operations Centre (TOC) was co-located with the Roads and Traffic Authority Traffic Management Centre (TMC); this enabled Olympic transport and traffic management to be integrated with the management of road and transport operations throughout metropolitan Sydney.

The TMC is located at Eveleigh, south of Sydney's CBD. From the main TMC control room the RTA can access information about Sydney's traffic movements from about 400 surveillance cameras as well as electronic detectors beneath 2800 sets of traffic lights. While the RTA continued its core road management tasks in the TMC, ORTA coordinated Olympic transport from a special incident room overlooking the control room. The TOC linked with a wide range of other centres including the MOC and Sydney's train control centre.

Facilities in the TOC included 30 video screens, primarily used to monitor key Olympic transport locations, and computers providing access to CityRail's train tracking system.

NSW Police Strategic Command and Olympic Precinct Regional Operations Centre

The NSW Police Strategic Command was the headquarters for the OSCC and was located within Sydney 2000 Games headquarters. It was the base for the oversight of the entire Games security operation.

Another key operational strategy was the co-location of Olympic and key non-Olympic policing elements in the one command facility, the Olympic Precinct and Regional Operations Centre (OPRO). Any public safety or security incident occurring in the greater Olympic environment requiring a comprehensive on-ground capability to resolve was notified to OPRO. There, all specialist elements were co-located to effect a response that was efficient, integrated and coordinated. Liaison officers from appropriate agencies were present or on call to OPRO. OPRO was located within the Sydney Police Centre, the operational headquarters for the Police Service in New South Wales.

CBD/Government Coordination Centre

The CBD/Government Coordination Centre consisted of OCA headquarters and a special establishment in a building in the CBD which coordinated the role of all non-Olympic-specific government agencies supporting the Games. It also included the CSCC which coordinated all urban domain issues affecting the Sydney CBD.

CSCC was set up in Governor Macquarie Tower, the same building as OCA headquarters, in the centre of Sydney's CBD. It networked with all other command centres, particularly the major ones of Police (OPRO) and Transport (TOC). Other

agencies present with CSCC were the City of Sydney (CoS) and ORTA. Having a CoS presence in the Command Centre proved to be a huge benefit. Vision from the CoS cameras located at the Olympic Live Sites at Martin Place, Circular Quay and Belmore Park was most advantageous and assisted with verifying crowd numbers and movement, weather conditions and activities on site.

The computer software program Logtrack, developed by OCA at Homebush for the Common Domain, was used to monitor activities and log Olympic Live Site incidents. The Central Control Facility for the Olympic Live Site screens and the Radio Monitoring room were also housed in the CSCC.

Sydney Olympic Park Common Domain Operations Centre

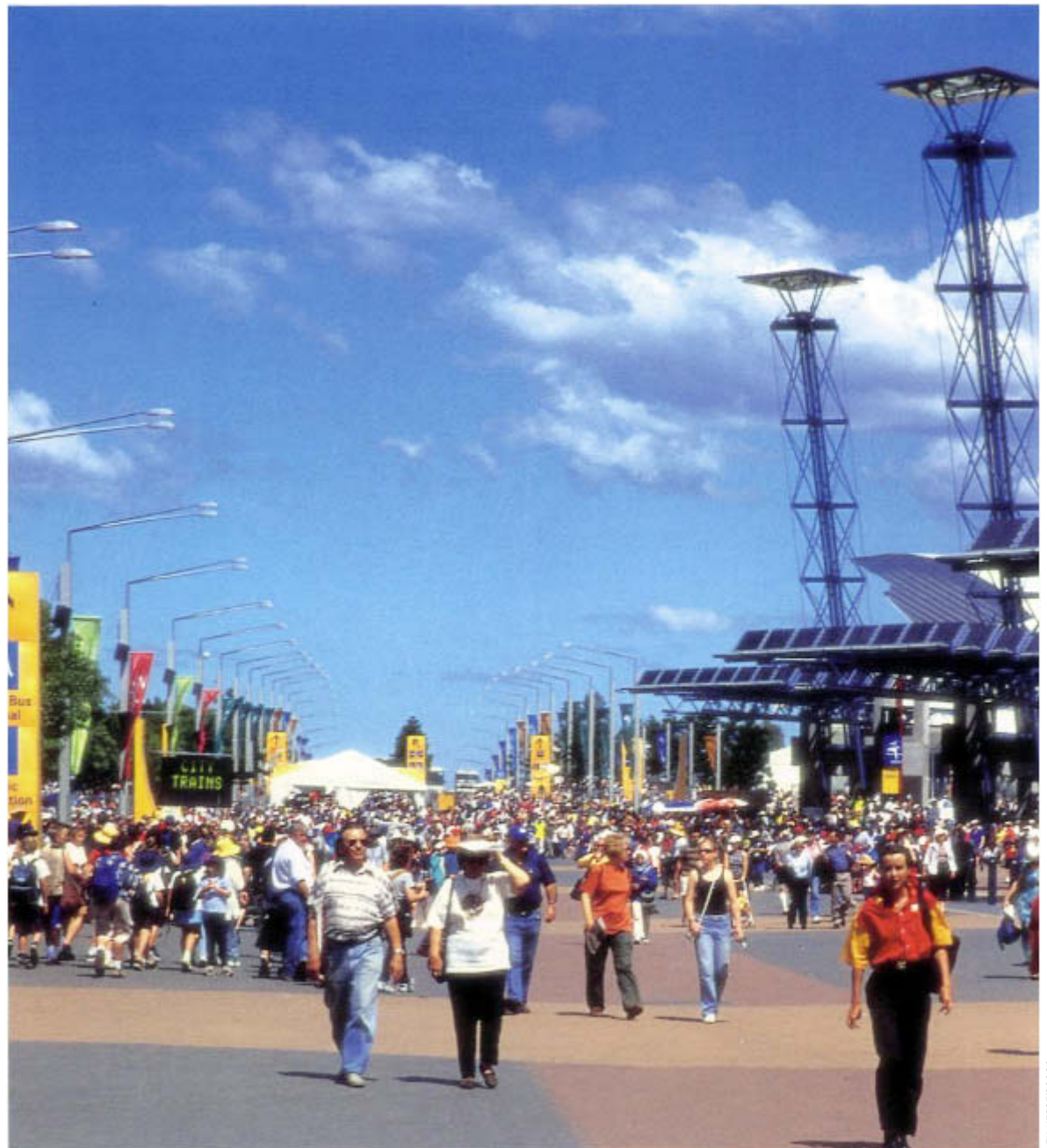
This organisation, referred to as CDOC, provided the link between all areas of the Common Domain, including transport, people movement and security. CDOC was designed to provide an environment to facilitate operational decision making through visual and communication technology. It was

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13. A separate operations centre, the Common Domain Operations Centre, was established to coordinate activities in the Common Domain, which handled up to 500 000 visitors daily



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ALEX HESSE/SOCOG



integral in the management of all sectors of Homebush Bay and provided operational communications between transport, venues, public space, police and medical services. Its activities included:

- managing the smooth flow of pedestrians around the Common Domain, including during the ceremonies and road events interfaces
- providing a decision support capacity through monitoring of spectator arrivals, departures, density and site capacity
- providing information to the public
- providing support to people entry and departure operations and vehicle checkpoints, and
- ensuring accessible operations through provision of assistance to people with special needs access into, around and out of the Common Domain.

Key decision-makers of all program areas were located in the CDOC to manage athlete and spectator movement around Sydney Olympic Park. CDOC reported to Mick O'Brien in MOC in his role as site owner and custodian of the legal issues to manage crowds at Sydney Olympic Park.

Olympic Communications Centre

The day-to-day management of all public communications and media during the Games was conducted via the OCC, which was located adjacent to MOC at SOCOG headquarters. Although the two centres were co-located and worked in close conjunction, the OCC established separate reporting and control lines to the MPC and the Venue Press Managers, a reflection of the fact that the information needs of OCC and MOC differed.

The OCC also established separate information control and sharing lines to Sydney Airport, the TOC, OSCC and key NSW and Federal Government agencies which were required to play major support roles during the Games. Two representatives of OCC attended the daily GCOG and IOC coordination meetings. The OCC operated 24 hours a day, and fed a total of 35 separate information channels, including information booths, the accredited media, websites and call centres. OCC established a database of every Sydney hotel and motel, and twice daily circulated information updates to these facilities.

OCC executives were responsible for briefing GCOG members at their daily 7.30 am meeting on the major media and communication issues for the day ahead.

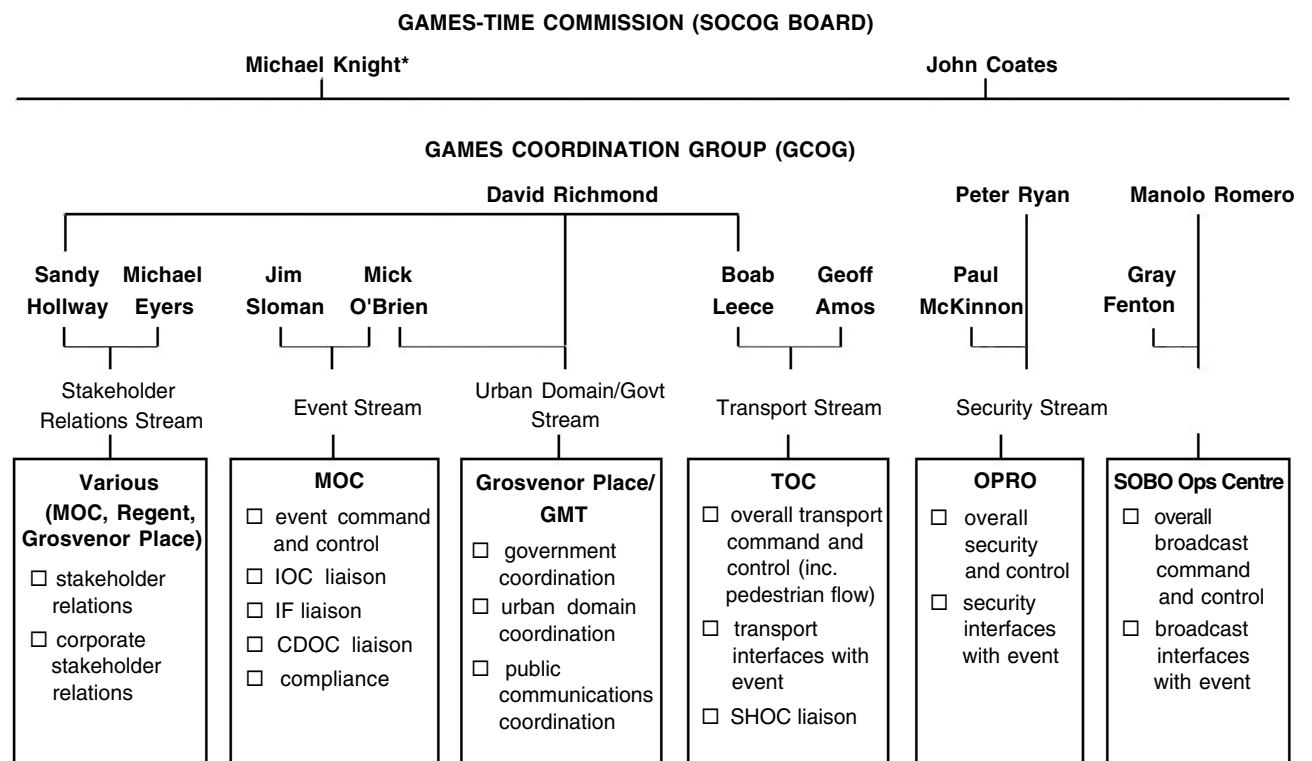
To focus the news media on sport prior to and during the Games Liz Smylie, an Australian tennis player and Olympian, was appointed as chief spokesperson for Sydney 2000. Ms Smylie attended the daily meetings of GCOG and the Games Coordination Group at the Regent Hotel, Sydney, before travelling to the MPC for the 11 am media briefing.

Protocol Coordination Centre

The PCC, located within the main Olympic Family hotel The Regent Sydney, served as the operational centre for the International Dignitary Program at the Sydney 2000 Olympic Games. The Dignitary Program was a coordinated approach by the Sydney 2000 agencies and the State and Commonwealth Governments to managing visits by accredited heads of state or government, members of royalty and international ministers. Some agencies represented in the PCC

Diagram 2

Games-time Operational Issues



*President of SOCOG and Minister for the Olympics, Chair of Games Time Commission and GCOG

also managed visits by unaccredited dignitaries. Senior level coordination of these programs was undertaken as required by Sandy Hollway.

The Centre operated from 3 September 2000 to 2 October 2000 and benefited from co-location with the SOCOG Secretariat, whose primary functions included ongoing liaison with the IOC and the management of Protocol Assistants. The PCC also benefited from close proximity to other program areas located at the hotel such as Accommodation, Accreditation and Transport.

The composition of the PCC included members of the SOCOG Protocol Sub-Program, including the Flag Manager and Interstate Football Protocol Supervisor, and Commonwealth representatives from the Department of the Prime Minister and Cabinet, the Department of Foreign Affairs and Trade, the Protective Security Coordination Centre (PSCC) from the Attorney-General's Department, and Comcar. At state level, representatives were present from the Premier's Department, OCA and the Dignitary and Athlete Protection Unit of the NSW Police Service.

As well as providing coordination for the Dignitary Program, the Centre was responsible for advising Protocol Managers at each competition venue and the Olympic Village of impending visits by dignitaries, including the Governor-General and the Prime Minister of Australia.

The PCC also provided primary access to a dedicated Protocol database which formed part of the Games Management System (GMS). This database allowed information to be entered regarding specific visits arrangements and provided critical links to the Accreditation and Arrival and Departure databases for all agencies involved in dignitary facilitation.

Sponsor Operations Centre

The Sponsor Operations Centre (SOC) operated for 14 days prior to the Games and throughout the Games period. Located in the Games Headquarters building in Ultimo, and staffed from the Sponsorship and Marketing Groups in SOCOG, its functions were to:

- maintain the central log of sponsor-related and marketing-related issues
- liaise with MOC to ensure that sponsor-related aspects of operational issues were identified and addressed and that where sponsor issues required an operational outcome, that outcome was delivered
- refer major issues to the senior group, consisting of two General Managers, Mike Bushell and Rod Read, Directors of Sports Marketing and Management (SMAM) and the Deputy CEO with functional responsibility Michael Eys, and
- resolve other issues.

A number of sponsorship arrangements relating to sites and events in the city were entered into by OCA. Where these did not involve Olympic sponsors with contracts with SOCOG, their administration was handled directly by OCA. Where Olympic sponsors were involved, OCA reported to SOC which handled or assigned any issues arising.

The IOC's Director of Marketing convened a Management Operations Meeting (MOM) on three occasions prior to the Games and initially daily during the Games period. So few issues required MOM's attention that there were fewer meetings in the second week.

MOM met each morning at the IOC hotel after the Coordination Commission meeting attended by GCOG representatives. MOM was attended by the three Sydney 2000 senior managers and by a SOCOG Brand Protection representative, with phone-in reports from the Central Sydney Operations Centre and from the Sponsor Hospitality centre at the Millennium Marquee at Sydney Olympic Park. The IOC's Internet checking activity for unauthorised broadcasting also reported through to MOM.

Sydney Harbour Operations Centre

The Sydney Harbour Operations Centre (SHOC) was established to monitor and manage operations on the harbour, including the river access to Homebush Bay.

Management took place within the Waterways Strategic Plan and the centre included NSW Waterways personnel, water police, emergency services groups, the Australian Navy and Sydney Ports Corporation.

SOBO Operations Centre

The SOBO operations centre was located within the International Broadcast Centre and was responsible for coordinating all host broadcast and rights holding broadcast operations.

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14. At the Regent Hotel, a control centre dealt with IOC protocol issues
15. The Sydney Harbour Operations Centre coordinated traffic on the harbour, re-routing ferries and leisure crafts to keep a safe distance from the Olympic sailing events



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ROGER SCOTT/SOCO



SPORT THE LIBRARY





BUDGETS AND RISKS

SOCOG Finance System

The Finance Division of SOCOG was established in January 1994. The initial task was to design the structure of the division and identify policies and procedures that were appropriate for a major event management organisation. It was recognised that these policies and procedures would also need to provide the basis for effective financial management for the ensuing years.

The primary objective was to establish a financial management framework that would provide the highest level of financial control and probity and that would enable the organisation to maintain an appropriate level of financial reporting over the results of the operations. The philosophy was to be one of a proactive service and results oriented resource within SOCOG, that would provide timely and accurate financial advice to the SOCOG Board, SOCOG executive and staff. Initially SOCOG was funded by a working capital advance from the NSW Government.

In the early years, the Finance Division also had responsibility for insurance and insurance-related matters, payroll and administration. With the later growth of the organisation, these responsibilities were subsequently transferred to Risk Management, Games Workforce and Corporate Services. Risk Management and Corporate Services ultimately returned as part of the overall Finance Division, when other structural changes across the organisation took place.

As SOCOG was created as a statutory corporation by NSW Government legislation, the *Sydney Organising Committee for the Olympic Games Act (1993)*, this in itself created some potentially onerous obligations for financial probity, control and reporting, including requiring approval of the SOCOG budget by the NSW Government. These obligations extended beyond those normally imposed on Australian corporations as they required SOCOG to also take into consideration and comply with, where applicable, requirements for public enquiry and access to information through the *Freedom of Information Act*. In addition, SOCOG was required to comply with the requirements for enquiries into the conduct of its operations, through the *Public Finance and Audit Act* and regulations, and the *Independent Commission Against Corruption Act*. SOCOG was in effect accountable to the public through the processes of the NSW Parliament.

The first year of operations enabled the fundamental levels of discipline and control to be established. It also presented an opportunity to ensure policies and procedures were mindful of government regulations but were practical for a fast-growing, very dynamic event management organisation with a limited life cycle. To achieve this, SOCOG appointed the international financial advisory services firm of Arthur Andersen as internal

auditors and assisted in the appointment of contract external auditors to the Audit Office of NSW, the firm of Ernst & Young. SOCOG sought their assistance in ensuring policies and procedures were appropriate and developed around the principles of best practice.

In the years 1995 and 1996, the Finance Division looked more closely at resource requirements, in terms of both staff numbers and systems. In 1995 the division developed the specifications for SOCOG's financial systems for budgeting and accounting. SOCOG sought the assistance of Arthur Andersen to develop the specifications and to ensure the methodology used for selecting financial systems was appropriate. The accounting system was the first system tender undertaken by SOCOG and also involved SOCOG's technology partner, IBM.

During this period, the financial system had to deal with the concept of value-in-kind (VIK). At least the same, if not more, stringent controls had to be put in place around the identification and negotiation of VIK and the use of VIK products and services, as were essentially in place for cash revenue and expenditure.

The General Manager, Finance, was appointed in 1997. The first major budget exercise was completed in 1997. Regular budget updates followed annually. The organisation better defined its requirements and the service levels that were agreed for athletes, officials and spectators, and these were reflected in financial plans. It also produced more relevant financial information that assisted the process of procuring goods and services, managing cashflows and managing foreign currency commitments.

Committees Accountable to the Board

The SOCOG Board of Directors had the capacity to establish sub-committees accountable to the Board. The Finance Division reported to the Board through a Finance Committee, established in 1996. Mr Brian Sherman, an experienced analyst in financial markets and a director of SOCOG, chaired the Committee which included three other directors plus Mr Robert Adby, the Executive-Director, Finance of Olympic Co-ordination Authority (OCA), as the government's representative. A nominee from NSW Treasury was appointed to the Committee in February 2000.

The SOCOG Board also established an Audit Committee to oversee financial control and integrity and, in February 2000, a Contingency Committee to oversee financial allocations leading up to and during the Games period. The Chair of each of these Committees reported to the full Board of Directors. Key linkages between these financially focused sub-committees and other Board Committees such as the Sports Commission, ceremonies, ticketing, torch relay and Sydney Olympic Broadcasting Organisation (SOBO) were also an integral part of governance arrangements.

Policies and Procedures

SOCOG's financial policies and procedures were designed with the users of these policies and procedures in mind. They were designed to be brief and concise and electronically accessible.

Budgets and Risks

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1. The sun sets over the southern temporary stand where 15 000 spectators watched Olympic events. In total, 30 000 temporary seats were added to the Olympic Stadium, providing substantial Games revenue through increased ticket sales
2. The Mahler 8 Kids Choir performs in the Sydney 2000 Olympic Arts Festival, part of a four-year cultural cycle financed by the organising committee

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The policies and procedures developed included:

- SOCOG's procurement strategy and the acquisition process
- tendering and supplier selection policies and procedures;
- delegated authorities limited
- sponsorship and VIK
- VIK valuation and accounting recognition principles
- purchase order preparation and approval
- receiving and paying for goods and services
- treasury and funds management procedures
- legal requirements for contracts
- use of consultants
- expense reimbursement policies and guidelines
- record keeping and retention policies
- fraud and corruption control guidelines
- corporate gifts, and
- contingency fund management.

SOCOG's policies and procedures were originally developed and distributed in hard copy form with each new staff member being provided with a copy of the manual at the time of commencement or in orientation. From the latter part of 1998, SOCOG's policies and procedures were maintained in the Athena database which was developed in Lotus Notes, enabling easy search and retrieval access for all staff.

Foreign Currency Transactions

Given the need to minimise foreign currency exposures wherever possible, SOCOG's philosophy was to enter into Australian dollar commitments only. However, where this was not possible, all commitments that were to be entered into in a foreign currency were required to be first approved by Finance, to ensure that SOCOG had the capacity to meet foreign currency commitments or to minimise exposure to foreign exchange fluctuations through arranging foreign currency cover with SOCOG's banking sponsor.

Where programs identified foreign currency commitments in their budgets, the Australian dollar equivalent was recorded at

a predetermined exchange rate. Where the commitment was not identified in budgets in the relevant foreign currency, it was recorded at the prevailing rate of exchange. This ensured that programs did not assume that they would not have budget responsibility for adverse movements in exchange rates.

SOCOG hedged its foreign currency exposure wherever possible through the NSW Treasury Corporation. In excess of A\$800 million was subject to hedge, on which the NSW Treasury Corporation recorded gains of almost A\$60 million.

VIK Valuation and Accounting Recognition Principles

Only goods and services provided pursuant to sponsorship agreements and which were budget-relieving were considered to be VIK. Budget-relieving means SOCOG budgeted for such goods and services as they were essential to organising the Games and, should no VIK deal have arisen, SOCOG would have been required to spend the equivalent amount in cash to acquire such goods and services.

VIK goods and services were to be valued at fair market value, which was considered to be the best customer cash price for the same goods and services.

The actual VIK revenue recognised against the sponsorship target was matched in dollar value to the cost charged to the SOCOG program that utilised the VIK goods and services in lieu of spending cash.

Finance Division

The Finance Division of SOCOG commenced with two staff only in 1994 and grew to 54 full-time staff by the time of the Games. It encompassed a range of programs including financial management, financial planning, risk management and corporate services. Although SOCOG administered most other Paralympic programs on behalf of Sydney Paralympic Organising Committee (SPOC), the Paralympics maintained a separate finance group.



PAT SCALAFARFAX



SOCOG

3 and 4. Under some sponsorship agreements, SOCOG received products and services as value-in-kind in exchange for marketing rights. Ramler furniture provided cardboard furniture for Games venues while Ansett provided air travel

The SPOC/SOCOG joint marketing and venue sharing arrangements required a number of financial agreements to be negotiated and managed between the parties. As estimated revenues varied between budget revision, substantial renegotiation was required.

The financial management and financial planning programs are summarised below.

Financial Management

This program had responsibility for the more traditional areas of financial management and control. The group included the following functions:

- Financial Accounting and Reporting
- Treasury Accounting
- Revenue Accounting and Accounts Receivable
- Financial and Budgeting Systems
- VIK Accounting and Management
- Accounts Payable, and
- servicing the Finance, Contingency and Audit Committees.

Financial Planning

This program had responsibility for the overall coordination and management of SOCOG budgets and forecasts and was delegated responsibility for approval of financial proposals to the Finance Committee and the Board. It supplemented its own resources with those in SOCOG programs through the use of Divisional Financial Analysts who resided in divisions outside of Finance and reported to Divisional General Managers.

Budget Process and Control

Several previous Olympic Games have left host cities and underwriters with an unwelcome legacy in the form of large public debt. NSW Government legislators sought to avoid this outcome by committing SOCOG to financial discipline and regard for the limits of the financial resources of the State of NSW. These responsibilities were recognised by SOCOG in its Mission Statement, that pledged fiscal responsibility, public accountability and a 'lasting, beneficial legacy'.

The financial reality was that the NSW Government, as underwriter, would have to make up any shortfall to ensure the Games went ahead. This commitment was significant as SOCOG's budget which did not include the costs of government bodies such as OCA and Olympic Roads and Transport Authority (ORTA) by the year 2000 stood at A\$2.6 billion. The NSW Government's underwriting commitment was formalised in the Endorsement Contract struck between the Australian Olympic Committee (AOC), the Lord Mayor of Sydney and the Premier of NSW.

The Financial Planning program monitored and reported SOCOG's actual revenue and expenditure performance against budget and provided ongoing forecasts and assessment of financial risks. The program evaluated revenue strategies and expenditure proposals for consistency with operational plans and budgets. It was also responsible for management of SOCOG's contingency account.

Prior to 1997, the Project Management Group, whose activities were focused on early program planning, definition and observation of the Atlanta Games, supervised the Financial Planning function. Those efforts led to the development of the first post-Bid budget in 1997. On the completion of this project, budget management and financial planning responsibilities were given to Finance Division.

Financial Planning monitored the budgets of all SOCOG cost centre. It also had a close working relationship with the Financial Management Program that included staff sharing prior to 1998.

SOCOG reported quarterly to the NSW Treasury and the Minister for the Olympics. The budget required the specific approval of the Minister for the Olympic Games, who had to gain concurrence of NSW Treasury prior to giving that approval. Other contacts included Westpac Banking Corporation, Arthur Andersen internal auditors, Audit Office of NSW, and Ernst & Young external auditors and suppliers and contractors to SOCOG.

The budget prepared by Sydney Olympics 2000 Bid Ltd (SOBL) in 1992 predicted a surplus of US\$15 million in 1992 dollars (A\$25.9 million) on revenue of US\$975 million (A\$1.68 billion). This budget received endorsement from the NSW Government and the AOC.

Thereafter, SOCOG undertook four formal major budget revision cycles:

- April 1997 – first post-Bid budget revision. This followed observations made at the 1996 Atlanta Olympic Games and planning completed to that date
- June 1998 – bottom-up budget reforecast
- June 1999 – budget rebalancing caused by projected Sponsorship revenue shortfall
- February 2000 – budget rebalancing caused by further projected revenue degradation.

However, under significant financial pressure from mid-1999, most elements of the budget were constantly under review from that time onwards. For example, during 1999, all Games operating plans were reviewed to rationalise staffing levels and deliver staff cost reductions across all programs.

SOCOG's financial plans were redeveloped and revised to reflect updated information and plans, and insights gained through the planning and development phases of the project. The first financial plan was developed in 1992 as part of Sydney's candidature for the Games and was presented to the IOC in 1993. In the early phases, the challenge of balancing budgets derived from the fact that they had to be developed from fairly broad-based assumptions, until detailed data became available.

From 1998 to 2000, Financial Planning function relied on two cyclical processes in the fulfilment of its roles. These were a monthly financial performance reporting process which Financial Planning conducted in collaboration with Financial Management's production of the financial accounts, and bi-monthly financial forecast updates, in which updated financial forecast data were consolidated from the inputs of each SOCOG program.

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5
ALEX HESSE/SOCOG



6
TONY LEWIS/ALLSPORT

5 and 6. The Olympic Village was jointly funded by SOCOG and the NSW Government. As part of an overall budget review in 2000, the allocation for Villages had to be revised following large increases in the estimated volume of food needed for the athletes

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In the development of the various SOCOG financial plans and budgets, certain fundamental macro-economic factors required consideration:

- future inflationary impacts on current year dollar estimated
- effect of exchange rate movements on transactions conducted in foreign currencies, and
- the assessment of financial risks and opportunities and allowances for financial contingencies.

Because the Olympic project spanned eight years, it was necessary to compensate for the anticipated impacts of future inflation. The method used was to estimate financial values in the (then) current year and apply a projected annual inflationary factor. This factoring had the effect of translating current year values to nominal dollar values, resulting in greater comparability between budgets prepared at different times.

Contingencies were established in each budget revision to provide a financial buffer against risk and uncertainty. The assessment of appropriate levels of contingency came from a process of analysing known and potential risks and opportunities, and providing weighted average allowances for their occurrence. In addition, strategic decisions were taken by the Board and top management to additional general contingencies to cover ticketing and sponsorship revenues. In June 2000, the NSW Treasury provided an additional A\$70 million to the contingency to cover possible shortfalls. This was part of A\$140 million payment from the NSW Treasury made to SOCOG in response to expectations of increased operating costs. The contingencies, however, proved inadequate to cover cost risks and to overcome setbacks in sponsor revenue-raising following the poor publicity over ticketing and various IOC issues.

The Hyperion Pillar financial forecasting system was installed to support the development of budgets and forecasts. The system possessed a wide range of data dimensions that allowed a variety of analytical perspectives.

A significant strength of the system was its ability to interface with other financial management systems, including the J D Edwards financial accounting system and the VIK database.

During Games-time operations, Financial Planning staff performed the roles of Venue Finance Managers. Some Financial Planning staff remained on-call to respond to budget-related matters requiring analytical support at Games Headquarters.

In the post-Games environment, staff worked to finalise commercial arrangements from venue operations and worked on estimations of SOCOG's ultimate financial position, an exercise that was essentially a final financial forecast update. After its final meeting in December 2000, the SOCOG Board announced that it would be able to return A\$30 million of the A\$140 million contingency underwriting to the NSW Government.

Games and Post-Games Financial Control

From early 2000, due to declining income projections, it was evident SOCOG would face substantial risks pending the early

success of ticketing campaigns. By June 2000, it was evident that underwriting of SOCOG's budget would be necessary if the quality of the Games were to be maintained at the highest level. The critical level of SOCOG's liquidity meant that financial control and support through to final wind-up needed to be strengthened.

A Budget and Program Review Committee 'razor gang' was formed in 1999 and carried over to early 2000. This Committee was entrusted with reviewing SOCOG Programs and commitments, and reassessing priorities with a view to cutting expenditure and reallocating funds to areas in most need. Close liaison and monitoring of Program Budgets was the essential ingredient for this exercise.

From June 2000, Finance Division revised contingency and program reporting requirements. Contingency drawdown requirements were strengthened and Program Managers were required on a 14-day basis to report to the General Manager, Finance on forecast program outcomes. General Manager, Finance recommended financial reallocations on the basis of Program Managers' advices. Excess funds were allocated to contingency while vigorous procedures had to be met to draw from contingency. The General Manager updated his risk assessments to the Finance Committee from these returns.

A key tool at this stage for financial management purposes was the register of committed expenditures. This could be related directly to Program Managers' returns. It was evident from June/July 2000 that full realisation of many programs could not be achieved as the percentage of committed expenditure so close to the Games was too low when related to approved total program budget. Programs were reviewed by a special sub-group of the Finance Committee including the General Manager, Finance and in the months immediately prior to the Games, July/August, up to A\$15 million was identified as possible savings and held as reserve funds against programs.

Games time was a critical period. Many of SOCOG's finance staff were allocated to venues to manage financial operations at this level. This led to considerable difficulty in maintaining central finance systems, including the record of financial commitments.

In the post-Games environment, SOCOG's program managers were required to sign off on estimated budget outcomes prior to their departure. Key financial managers at both program and executive level were identified and retained until all necessary processes were completed. Salary incentives were provided to ensure this outcome.

The General Manager, Finance, was required to monitor and report on emerging risks and relevant likely final outcomes for Finance and Audit Committees and full Board review. The final meeting of the full Board in December 2000 noted the expected final financial result. The NSW Government, through the OCA, released publicly a revised overall estimate of the final cost of the Games to it at this time.

From 1 January 2001, the Director-General, OCA, under the *Sydney 2000 Games Administration Act 2000*, took over the

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KYLE SMITH/SOCOG

8



KYLE SMITH/SOCOG

7 and 8. Thanks to flexible budgetary arrangements in the form of contingency funds, some areas of operations received added monetary support. Ceremonies was one area where initial estimated expenses fell below actual costs

responsibilities of the Board and CEO of SOCOG. A special Wind-Up Steering Committee was established which met fortnightly to review and receive reports on the financial and legal affairs of SOCOG. Financial management of all Olympic agencies from this date was brought under the overall supervision of OCA's Executive Director, Finance and Corporate Services.

This Committee, comprised of key government and SOCOG executives, monitored the progress of financial wind-up, decided on the rightful allocation of financial commitments between Games agencies, monitored progress with the final auditing arrangements of each agency and monitored closely the progress in satisfying all debtor and creditor claims. Continued engagement of appropriate expertise including SOCOG's Legal Counsel and General Manager, Finance, initially on a full time basis but later on a part-time basis, was maintained.

Also, from 1 January 2001, the specific Games agencies of government – SOCOG, SPOC, OCA and ORTA – were brought together under a single line of management and within a single building in Sydney's CBD to ensure an integrated and quick wind-up. All agencies reported to the Wind-Up Steering Committee.

Global Financial Management

The hosting of the 2000 Olympic Games and construction of Games facilities was successfully achieved by various entities specifically created to fulfil Olympic commitments, that is, SOCOG, SPOC and OCA as well as by various other government agencies that provided essential support services. The Global Olympic Budget sought to provide a whole of

government approach by NSW to the identification of resource requirements and associated provision of Games funding.

The Host City Contract required Sydney to assume complete financial responsibility for the organisation of the 2000 Olympic Games. SOCOG and the City of Sydney were joint and severally liable for all commitments entered into for the Games. The NSW Government underwrote this commitment through the Endorsement Contract.

To address the financial exposure associated with the Games, the NSW Government:

- charged OCA with the responsibility of coordinating, monitoring and reporting on overall Games expenditure; and
- provided a definition of Olympic costs for the purpose of compiling a Global Olympic Budget.

The establishment of an 'Olympic Cost' definition provided government with a base from which to quantify funding requirements. Cabinet approval was required before expenditure by government agencies could be classified as an Olympic cost, thereby providing a mechanism to review the validity of costs and control the Global Budget.

Definition of Olympic Cost

An Olympic Cost was defined as expenditure directly related to or incurred in meeting the obligations and conditions of the Host City Contract. This definition provided for the Games Budget to include:

- i) the revenues and expenditures of SOCOG and SPOC, the costs of organising and hosting their respective events
- ii) the revenues and expenditure of OCA and other



NICK WILSON/SOCOG

9. A Rate Card system was established whereby NOCs could order furniture, phones, sports equipment, and, among other things, bicycles in the Village



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government agencies which specifically related to the following Host City Contract commitments:

- transportation
- medical services
- cultural programs
- modification to existing venues
- construction of new venues
- security
- accommodation
- environmental commitments
- infrastructure development and
- pre-Games services and facilities for athletes.

In addition, an Olympic cost was defined as:

- net cost directly related to the Olympic event, that is, net of

- related revenues and government transfer payments; and
- marginal cost of hosting the Olympic Games, that is, additional costs incurred by government in hosting the event over and above expenditure to which the government was otherwise committed.

In essence, for inclusion in the Global Budget, an expenditure had to be incurred directly for the Olympic Games.

Examples of costs specifically excluded were:

- infrastructure projects initiated to meet the long-term needs of New South Wales
- acceleration of non-Games capital works to ensure completion by 2000
- Olympic duties of permanent public servants such as police officers for which a normal salary was received (Note: any extra allowances or cost incurred in facilitating their Olympic duties was included), and
- services not required by the Host City Contract.

Overview of Global Budget Process

OCA requested that key government agencies prepare a Statement of Strategic Plan and Resource Requirements Budget (SRRB). This statement outlined Olympic activities as well as the objectives and responsibilities of the agencies in providing services on behalf of SOCOG.

The SRRB contributed to the establishment of a signed Memorandum of Understanding (MOU) between agencies, OCA and SOCOG. The MOU locked in Games budgets and service requirements for each agency.

The first Global Budget was compiled by OCA from agency SRRBs and approved by the NSW Cabinet in 1997. OCA reviewed resource requirements and costs on an ongoing annual basis.

Global Operations Budget Outcome – December 2000 Estimate

Total estimated net impact of the Sydney 2000 Olympic and Paralympic Games to the NSW Government's budget was estimated at A\$1.74 billion in May 2001.

The two main types of Games Budget expenditure were:

- operating program costs to host the Olympic and Paralympic Games, and
- capital program costs, which related to infrastructure and venues required for the Games.

The majority of costs related to the provision of sporting facilities which provided long-term legacy assets. Government also provided essential services to support the Games at an estimated cost of A\$776 million. These included transport, security, medical, waterways management and temporary structures and overlay in the public areas of the city and outside competition venues.

The net cost to government included the supplementary funding of A\$140 million to enable SOCOG to meet emerging contingencies. NSW Treasury estimated that A\$765 million

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DONALD MIRALLE/ALLSPORT

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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

would flow to the state from Games-induced additional tax revenue across the Games period.

SOCOG and SPOC were funded primarily through sponsorship, ticket sales and television rights. The budgets of OCA and other government agencies were mainly funded by government appropriations within the care of OCA, ORTA and Olympic Security Command Centre (OSCC), with some agreed SOCOG contributions. The major single contribution by SOCOG was A\$218 million to meet the costs of construction of the Sydney International Aquatic Park. This contribution was an original requirement of Sydney's Bid.

A range of government agencies recorded results under pre-Games budget estimates, including SOCOG, which is expected to return in excess of A\$30 million of the supplementary funding provided.

Managing Risk

The SOCOG Risk Management Program identified risks impacting on the operations of the Sydney 2000 Olympic Games and developed strategies to minimise these risks.

In December 1996, the program was established in Finance Division with the appointment of a Program Manager and an Assistant Manager. The Assistant Manager brought expertise gained from working in risk management at the 1996 Atlanta Olympic Games. In May 1998, an Administrator joined the program, as did a Safety Project Manager in July 1999.

In view of the broad and extensive support required from government, OCA established a Risk Control Review Group which included SOCOG's Risk Program Manager to coordinate government's overall response to Games risk. As Games underwriter, this task was a major priority for government, especially as it was the provider of venues and also incurred risk with SOCOG's decision not to take up Games Cancellation Insurance after Sydney's successful bid.

As underwriter of the Games, government maintained a close overview of SOCOG's insurance program and risk management strategies, especially those directly relating to SOCOG's financial risk. OCA's Executive Director, Finance and Corporate Services had responsibility for this function and was appointed as a full member of SOCOG's Finance Committee.

Government engaged SOCOG's external risk advisers to also act on its behalf in assessing the increased risk imposed by the Games and advising in respect of risk mitigation strategies. This engagement facilitated overall integration of risk management for the entire spectrum of Games issues.

SOCOG's Risk Management areas of responsibility included:

- corporate insurance
- Games operating plans
- event contingency planning
- financial risks
- Year 2000 Y2K problem
- safety issues including venue safety management plans
- consultancy for Legal Division on all standard contracts and indemnities, insurance, Y2K and other risk issues.

Corporate Insurance

Insurance sponsor AMP insured SOCOG for:

- public liability, and
- combined property loss and business interruption.

To meet its corporate insurance requirements, SOCOG had to communicate with each of AMP, a broker and three core reinsurers, a cumbersome and lengthy process. It would have been more efficient had SOCOG dealt directly with the reinsurers. Because of this difficulty, the relationship between Risk Management Program and AMP was sometimes strained. However, AMP provided sponsorship of A\$11 million cash and A\$28.55 million in VIK.

In 1999, AMP purchased the Government Insurance Office Ltd (GIO), a separately listed public company which had a much larger corporate insurance operation and significant experience in managing event public liability. GIO's experience proved very beneficial to SOCOG at Games time. It provided an excellent claims service. GIO was also the NSW Government's insurance provider.

In July 1997, SOCOG decided not to obtain cancellation and abandonment insurance because the risk was deemed moderate and the costs of cover high. The coverage available to SOCOG was limited only A\$250 million of a A\$1 billion to A\$1.5 billion exposure – a potential shortfall of more than A\$1 billion and it was expensive (A\$6 million to A\$8 million). SOCOG also had the NSW Government as a financial underwriter in respect of budget outcomes. Instead, SOCOG purchased A\$2 billion coverage of combined property loss and business interruption, which was more cost-effective than cancellation insurance.

The timing of the insurance placement should be carefully considered by future Organising Committee for the Olympic Games (OCOG). There are advantages in waiting until requirements are best known.

Games Operating Plans

SOCOG Risk Management assisted in developing policies and procedures from July 1997, the most significant of which was the generic venue operating plan at the Sydney International Aquatic Centre. This became the blueprint for all other plans. Other operating plans with which SOCOG Risk Management was heavily involved were those for:

- Villages
- airport arrivals and departures
- ceremonies
- logistics, and
- broadcasting, specifically International Broadcast Centre (IBC) operations.

Contingency Planning

In the nine months before the Games, SOCOG Risk Management provided venue teams with contingency packages and exercises. The packages included these scenarios:

- medical incidents
- bad weather
- utilities failures

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10. Opposite page:
Operating the venues
and running the sporting
competition was funded by
SOCOG and was one of the
main areas of Games
expenditure

11. Opposite page:
Sydney Olympic Park
Railway Station was part
of the \$3.3 billion Games
infrastructure costs, carried
by the Government

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- venue evacuations
- personnel shortages
- major incidents
- hazardous materials
- logistics and resupply issues, and
- technology failures.

Integrated exercises and hypothetical situations involving OCA, OSCC, ORTA and SOCOG were a key part of the contingency planning program. They provided a degree of assurance that plans were understood by the venue teams and were capable of implementation. The exercises were:

- Minerva: conducted by NSW Police, primarily for Police Venue Commanders. Venue Managers were involved to increase the realism of the exercise and to ensure that the two groups had a common understanding of how each would respond in a given situation.
- Operation Ena: run by the Contingency Planning Team. It tested communications.
- Venue Manager training.
- Anti-terrorist exercises: organised by the NSW Police and the Australia Defence Force.
- STORE: a 60-hour simulation of three days of the Games.
- Venue-based training.

Financial Risks

An analysis of Programs' finance plans commenced in December 1996. This involved use of a risk-weighted model that assessed the total risk compared to available contingency. Action plans were developed where financial risks were identified. Financial contingency planning should at future Games be given a much greater priority and profile than was the case in Sydney. Substantial funds must be retained at the early stages of budgeting to cater for unexpected and

unforeseen risks, especially in an environment where revenue outcomes will not be known for certain until after the event. Unallocated contingency management is a key risk and financial issue. In the case of the Sydney Games, OCA maintained a high-level overview so that the full risks were assessed and government could act within realistic timeframes so that the quality of the Games was not jeopardised by unnecessary financial constraints within the SOCOG budget.

Year 2000 (Y2K) Problem

SOCOG Risk Management and Technology combined in May 1998 to assess SOCOG's exposure to the Year 2000 problem. Action plans were devised for the Y2K risks identified. This task was a requirement across all government agencies involved with the Games.

Test Events Involvement

SOCOG Risk Management staff joined venue teams to participate in the test event planning process. Each member of the risk management team had to cover a number of test events. This level of involvement, as opposed to that of observer, allowed Risk Management to maximise its lessons form valuable hands-on experience.

All test events and later, Olympic venues were site-inspected to ensure the site was as safe as practicable for competition.

Venue Safety Management Planning

SOCOG finalised safety management plans nine to six months before the Games. By then all but one venue was built and detailed overlay plans were being finalised. Risk Management consulted safety experts specialising in the areas of

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CHARLES BUTCHERS/SOCOG

12. As part of the Risk Management strategy a variety of safety measures were implemented around Games venues to reduce the risk of accidents

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ROGER SCOTT/SOCOG

13. Warnings were painted on the streets where Olympic road events took place

14



ROGER SCOTT/SOCOG

ceremonies (film industry), broadcasting, villages (hotel and hospitality industry) and warehousing. The average cost of safety management plans was approximately A\$14 000 and completion time 60 hours.

An important factor in the success of the venue safety management plans was the degree of involvement of venue team members in the planning process and the commitment toward safety shown by venue managers.

Building and Structural Safety

Under the legislative framework established for the Sydney 2000 Games, OCA was responsible for building and structural safety, and all permanent and temporary facilities and structures were designed to meet the highest safety standards and, in particular, a tight regime of formal approval, review and monitoring applied to the massive amount of temporary overlay necessary for Games operations, seating, pedestrian bridges and walkways, fencing, tents, etc. During Games-time, most temporary overlay was inspected on a daily basis, particularly high public usage facilities. OCA had a specialist Building Standards Unit which worked closely with the SOCOG Risk Management Program and the NSW Fire Brigades. All building plans were approved either by the fire brigades or specialist fire engineers. In addition, at Games-time, fire brigade staff were deployed across venues to inspect fire protection arrangements, to deal with incidents should they arise.

Games-time Operations

One hundred and fifteen risk management volunteers worked at the Games-time competition venues. Most of these were loss investigators based at the Venue Communications Centres. The rest filled safety officer positions.

On being notified of injuries or property damage, loss investigators completed a preliminary investigation and entered details onto the incident tracking system. Safety officers completed a daily safety inspection of venues, usually accompanied by site management. The inspections generally took between two and four hours to complete, depending on the size and complexity of the venue.

A paid safety officer who had film industry special effects experience worked on the Opening Ceremony, which featured pyrotechnic effects, horse stunts, aerial effects, fire breathing

and numerous gymnastics and circus routines. Knowledge and experience in that field was essential if the safety officer was to have credibility with the Ceremonies team.

At the Villages, a paid safety officer was supported by volunteers. Safety issues during the Games related primarily to the operation of the dining hall and to the storage and handling of gas bottles and heaters that were brought in at the last moment to provide warmth on cold nights.

At the IBC, a paid safety officer worked from May until October 2000. The key risk times at the IBC were during the Rights Holders bump-in and bump-out operations, where considerable volumes of materials were moved in a very short space of time. The main challenge was advising overseas Rights Holders unfamiliar with Australian safety standards of risks.

OCA's risk management team took responsibility for the City, Urban Domain and Common Domain areas. Especially in the Common Domain areas, this group integrated with SOCOG operations. At Games Headquarters, Risk Management was on duty 16 hours a day.

Incidents Tracking Statistics

16 August – 8 November 2000

Incident Type	Olympic and Paralympic Total
Total incidents	1700
Total incidents with potential insurance implications	900
Total incidents with potential public liability implications	50
Total incidents where letters were received by lawyers as at 8 November	5
Estimated number of incidents that could have resulted in the payment of damages, including the legal matters already known	15
Number of personal accident claims	76

Key Relations

The Risk Management Program had a close and ongoing relationship with the corporate insurer, AMP. Within SOCOG, Risk Management worked closely with Financial Planning, Ceremonies, Technology and Legal Divisions, and Venue Management. Nominally, Risk Management reported to Finance Division but was physically located among the venue planning teams, where its core business took place.

SOCOG Risk Management also worked with government in ensuring that global risk issues in relation to the Games were considered in an integrated and coordinated context.

Staffing

In addition to the four paid staff, SOCOG Risk Management had one volunteer who worked two or three days per week from early 1999. In the later period, a member of the Financial Planning Program gave assistance for about 33 hours each month. OCA engaged a single risk manager but utilised extensively the services of external professional consultants. OCA's risk manager reported to the Executive Director, Finance and Corporate Services.

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CHARLES BUTCHERS/SOCOG

14. Spectator safety signs were erected along the men's marathon course in North Sydney

15. Signs were placed to warn bypassers of a potential risk

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SYDNEY ORGANISING COMMITTEE FOR THE OLYMPIC GAMES

Financial Statement as at December 2000

(Subject to Audit) (AU\$ millions)

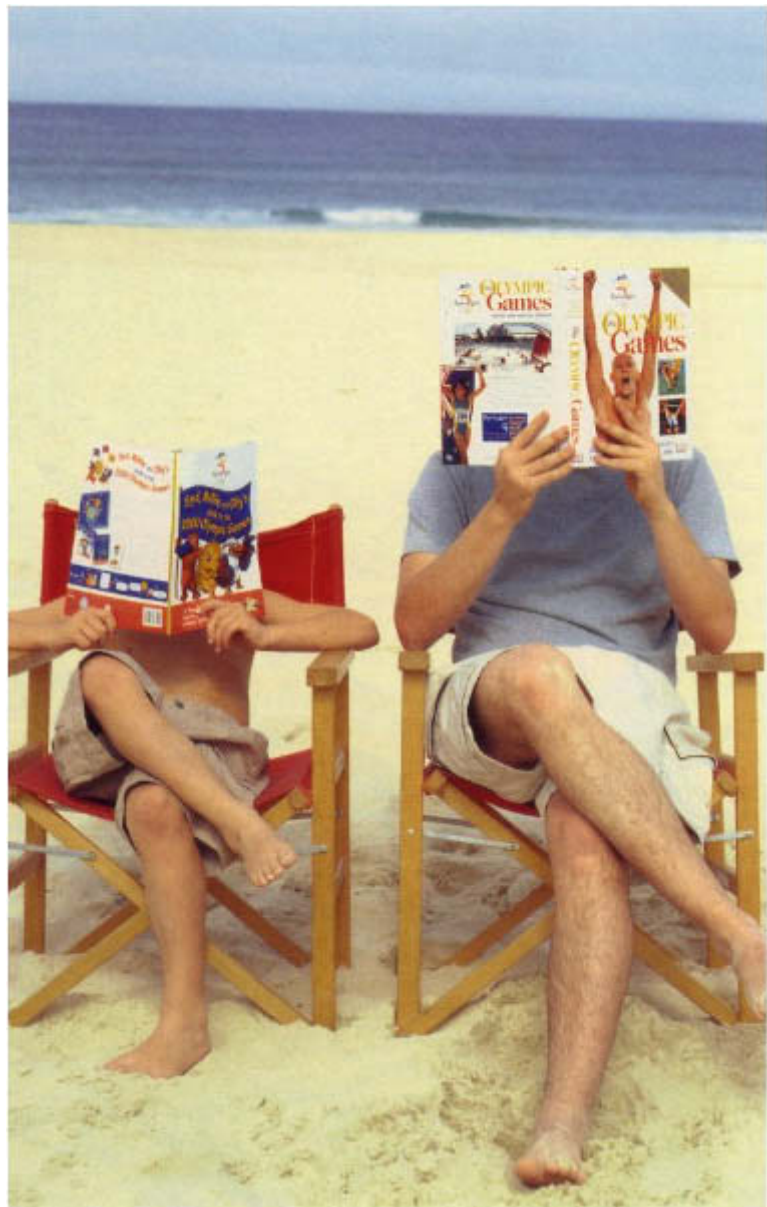
Division/Program	Budget	Budget	Budget	Budget	Estimated Financial Position at Dec-00 (\$ Nominal)
	Revision Apr-97 (\$ 1996)	Revision Jun-98 (\$ Nominal, except for CPI)	Revision Jun-99 (\$ Nominal)	Revision Feb-00 (\$ Nominal)	
Sponsorship	828.7	873.7	837.8	692.5	650.7
TV rights	954.6	1,032.20	1,033.10	1,039.20	1,132.10
Ticketing revenue	487.0	600.9	608.2	567.8	530.3
Other revenue initiatives	0.0	25.0	5.0	5.0	3.7
Consumer Products revenue	61.1	65.2	63.2	68.9	70.2
TOTAL NET REVENUE	2,331.40	2,597.10	2,547.40	2,373.40	2,387.00
Executive Office	23.7	39.5	31.4	30.6	29.6
Communications & Community Relations	16.6	26.9	16.2	15	13.2
Finance	19.6	2.1	-5.4	-22.2	-16.4
Corporate Services	59.3	60.5	58.3	57.6	60.8
Risk Management	20.8	19.9	19.7	19.7	19.5
Legal	15.0	15.5	15.3	14.7	12.3
Media	11.6	12.7	11.2	9.9	11.9
Ticketing	42.4	37.9	34.6	39.6	62.4
Commercial Projects	30.8	25.0	23.2	27.2	31.8
Sponsorship	43.1	16.6	16.4	15.9	17.3
Consumer Products	6.6	10.0	9.5	8.7	8.8
General Marketing	19.8	5.4	9.3	10.3	7.7
Image, Olympic Arts Festivals & Special Events	42.6	33.7	27.9	25.7	38.6
Technology	304.4	374.3	384.1	384.0	386.4
Internet	0.0	10.0	10.2	10.0	19.5
Command, Control & Communications	0.0	5.9	4.8	3.6	3.0
Games Services	0.0	0.8	2.0	1.5	1.7
Transport	40.1	75	74.9	75.5	75.4
Security	31.9	39.9	39.5	39.5	41.5
Accommodation	-0.1	5.6	5.0	5.0	20.3
Precinct & Venues – SOCOG Operations	46.8	33.5	22.9	22.8	17.3
Operational Integration	8.6	2.2	9.0	3.6	6.2
Procurement/Logistics	43.8	20.6	50.6	48.7	45.8
Villages	118.5	139.9	132	130.9	151.4
Interstate Football	6.7	0.0	5.6	5.1	-1.6
Sport	159.8	140.0	132.7	130.1	133.3
Torch relay	14.9	14.5	14.0	14.2	11.4
Project Management	10.1	8.9	9.2	9.1	8.8
Games Workforce	67.8	48.2	74.6	75.4	70.9
Accreditation	12.6	10.3	9.3	8.2	7.3
Venue Operations - OCA Outsource	0.0	17.9	11.9	12.4	15.2
Spectator Services	20.7	20.6	17.1	15.2	14.5
Catering	-0.4	7.3	4.4	5.9	4.0
Cleaning, Waste & Laundry	9.5	16.2	17.5	17.4	18.7
Overlay	214.2	378.6	369.0	364.6	373.5
Ceremonies	37.3	38.0	40.7	45.5	68.5
SOBO	172.6	195.6	190.5	187.3	171.7
ROG/Asset Disposal Income	0.0	0.0	-3.0	-3.0	-7.3
Fixed Payments	85.2	86.0	77.1	66.7	56.8
Escalation Allowance	48.7	60.2	8.6	3.2	0.0
Contingency	163.0	121.0	142.7	50.0	0.0
Wind-up Costs	0.0	0.0	0.0	0.0	4.0
TOTAL NET OPERATING EXPENDITURE	1,954.70	2,196.30	2,131.70	1,987.70	2,015.70

Budget	Budget	Budget	Budget	Estimated Financial	Position at	Budgets and Risks Volume One Chapter Five
Division/Program	Revision Apr-97 (\$ 1996)	Revision Jun-98 (\$ Nominal, except for CPI)	Revision Jun-99 (\$ Nominal)	Revision Feb-00 (\$ Nominal)	Dec-00 (\$ Nominal)	
NET OPERATING RESULT	376.7	400.7	415.7	385.7	371.5	
LEGACY CONTRIBUTIONS						
Construction Contribution to NSW for Aquatic & Athletic Centres, Rail, etc.	218.7	226.0	226.0	226.0	225.3	
Construction Contribution to NSW for Villages & Competition Venues	111.3	128.0	141.7	141.7	136.1	
SPOC Contribution	16.7	16.7	18.0	18.0	17.8	
Athlete Legacy Paid to AOC					88.5	
TOTAL LEGACY CONTRIBUTIONS	346.7	370.7	385.7	385.7	467.7	
NET FINANCIAL RESULT	30.0	30.0	30.0	0.0	-96.2	
CONTINGENCY FUNDS						
NSW Government Grant				140.0	96.2	16. The sale of TV rights was a major source of revenue for SOCOG
TOTAL CONTINGENCY FUNDS	0.0	0.0	0.0	140.0	96.2	17. The Consumer Products line generated another significant influx of revenue
Undrawn contingency repayable to NSW Government	0.0	0.0	0.0	140.0	43.8	



16

BRENNAN LINSLEY/AP PHOTO



17

SOCOG





CLEARWAY
24hrs
SEVEN DAYS

CODY



SPONSORSHIP AND MARKETING

SOCOG's sponsorship, licensing and marketing functions sat within the Commercial and Marketing Group. While naming of the Programs performing these tasks underwent changes and growth during SOCOG's existence, its global sponsorship, licensing and marketing goals remained the same – strategic and effective marketing of the Olympic Games brands and achieving revenue forecasts in the areas of sponsorship, fundraising, licensing, merchandising and other marketing opportunities.

Sponsorship

The Sponsorship Sales and Sponsorship Servicing Programs were responsible for the delivery of corporate sponsorship that provided 40 per cent of SOCOG's net revenue. The two Programs were at first integrated but were separated late in 1998 to allow specialists to focus on securing the remainder of sponsorship revenue.

The Sponsorship Sales Program's core task was to raise revenue through the sale of intellectual property rights, accommodation, tickets and hospitality in exchange for sponsor cash, products and services. The Sponsor Servicing Program helped sponsors gain the full potential of their investment by ensuring SOCOG program areas were meeting sponsors' requirements.

Early Planning and Agreements

In 1994, SOCOG commenced work on its draft marketing plan for the Games, which was submitted to the IOC in June 1995. It delineated sponsorship into two streams – those that the IOC was still exploring globally and those categories that SOCOG was free to explore locally.

An important sponsorship initiative was the SOCOG-Australian Olympic Committee (AOC) Joint Marketing Agreement, covering the period 1 January 1997 to 31 December 2000. It established the approval process for marketing and guaranteed AOC's existing sponsor agreements, as well as its anticipated value-in-kind (VIK) needs. This agreement gave Australian Olympic Team marketing rights to SOCOG in return for payment to the AOC of \$60 million.

Sponsorship Sales

Sponsorship identified eight key industry cluster groups to be targeted:

- food and beverage
- financial and professional services
- technology and telecommunications
- transportation and travel services
- consumer durables
- natural resources

- uniforms and sports equipment
- media.

The Program calculated revenue objectives for each cluster. These projections were achieved through understanding of the Australian marketplace, evidence of sponsorship sales results at previous Games and the analysis of category dynamics such as size, number of players, revenue, employees, marketing spend and key strategic issues. The table below shows the level of effort required to obtain sponsorships.

Sponsor Research and Signings

Number of sponsors signed	113 as at 1/9/00
Number of companies researched and approached	1500
Number of categories researched	211

The initial sales period for sponsorship, in late 1996 and through 1997/98, delivered excellent results in the major categories. This success caused other parts of SOCOG to raise their expectations regarding potential sponsorship, and revenue budgets were increased without sufficient research into what the market would bear, or the constraints of current TOP sponsorships.

While there were several subsequent revenue target upgrades, the main increase occurred early in the process (1996/97) and was a result of more accurate scoping of the Olympic overlay and funding of a \$100 million payment to the AOC in return for surrendering its entitlement to 90 per cent of the Games profit.

Sponsorship Revenue Targets

Budget target (1996)	A\$600 million
Budget target (1997)	A\$800 million
Budget target (1998)	A\$920 million
Budget target (2000)	A\$750 million

The target downgrade in 2000 acknowledged that earlier upward revisions had been too ambitious. Even so, sponsorship

Sponsorship and Marketing

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1. Advertising and the Olympic Games have become inseparable. Huge billboards and posters promoting Olympic partners were placed all over the city
2. Tarallex, an Olympic sports equipment provider was signed on to provide playing surfaces for badminton, handball, table tennis and volleyball in exchange for marketing rights
3. Marketing the Olympic Games and attracting sponsors was a main responsibility of SOCOG's head of marketing, John Moore, and his team



2
ADAM PRETTYVALLESPORT



3
SOCOG



revenue generated for the Sydney Olympic Games clearly exceeded all existing benchmarks, as it needed to for the project to be delivered as planned. Combined IOC and SOCOG sponsorship programs raised A\$42.10 per head of the Australian population.

To enhance sponsorship marketability a number of initiatives were introduced. One was to rename top-level sponsors Team Millennium Olympic Partners' (TMOPs), a term that provided greater recognition for their contribution to staging the Games. To maximise revenue, sponsorship devised a 'competitive tender' process intended to secure the maximum value of sponsorship investment in each category. Companies in each category were approached and given equal opportunity to respond to the tender conditions. Bids were evaluated on the combined contributions of cash, VIK and other opportunities. The competitiveness of the process between organisations tendering for a category encouraged companies to include larger cash components in their sponsorship proposals.

Most of the major-level sponsorships were confirmed shortly after the 1996 Atlanta Olympic Games. This early eagerness to sign on created an important momentum of enthusiasm for sponsorship that was communicated strategically to the business community. More than 60 per cent of sponsorship revenue dollars was committed or at the table by 30 June 1997.

During negotiations potential sponsors were shown the Value chain', which set out the benefits of sponsorship at different levels of investment. Rights included access to Olympic emblems, designations, symbols such as the official pictograms of the 2000 Olympic Games, imagery such as the Look of the

Games and other Sydney 2000 properties. Approved designations varied from generic ones, such as 'Official Worldwide Sponsor for the 2000 Olympic Games' and 'Team Millennium Olympic Partner', to more specific ones such as 'Official Banking Partner of the 2000 Olympic Games' and 'Official Supplier of Tennis Balls to the Australian Olympic Team'. A broad hospitality benefits package was also created.

A number of Olympic marketing properties were developed by SOCOG to offer sponsors incremental marketing opportunities and create a secondary revenue stream. They were known as 'complimentary properties' or 'core assets'. These included: the Olympic Journey Tour; the Olympic Arts Festivals; the National Olympic Education Program; the Volunteers Program; Test Events; the International Youth Camp and the Olympic Torch Relay. Each core asset had its own Olympic emblem. Sponsors could use the emblem to market themselves in association with that asset.

Sponsorship Categories

There were three categories of sponsorship known as TMOP, Supporters and Providers.

Team Millennium Olympic Partners

For the first time, The TOP sponsors and the major domestic sponsors were brought together as a single entity, the TMOP. SOCOG gained the agreement of the IOC to create the TMOP as the major level of sponsorship, with the major level domestic sponsors having rights comparable to TOP sponsors, but for use within Australia. The TMOP program was launched in November 1996. TMOPs were: Coca-Cola, IBM, John Hancock, Kodak, McDonald's, Panasonic, Samsung, Sports Illustrated/Time, UPS, Visa, Fuji Xerox, AMP, Energy Australia, News Limited, Swatch, Ansett, Fairfax, Pacific Dunlop, Telstra, Westpac, BHP, Holden, Seven Network, Westfield.

Supporters

The Supporter level program granted rights for use in Australia only. The most marketable feature of this level of sponsorship was the right, also enjoyed at the TMOP level, to use the Sydney 2000 marks in the electronic broadcast media.

Sydney 2000 Supporters were: ABC Radio, Adecco, Arthur Andersen, Bonds, Bonlac Foods Limited, Boral Limited, Carlton & United Breweries Limited, ClubsNSW, Dunlop Tyres, Goodman Fielder Limited, Goodyear, Lyncroft (a part of the Adecco-Lyncroft Alliance), Nike, Olex Cables, Perth Mint, Radio 2UE & Affiliates, Robert Timms, Royal Australian Mint, Shell Australia Ltd, Sleepmaker Bedding, Streets Ice Cream, TAFE NSW, Traveland and Tyco.

Sponsor Servicing

SOCOG's Sponsor Servicing Program was responsible for meeting sponsor expectations with regard to:

- service standards and delivery of contractual rights and benefits
- advice on SOCOG brand philosophies and quality control expectations
- value-adding through event participation and exploitation

4. Sydney 2000's logo, the 'Millennium Man', is launched at Darling Harbour. Team Millennium Olympic Partners won the right to use the emblem as part of their sponsorship agreements

- of core Olympic properties
- increasing public awareness of sponsor contributions
- highlighting marketing opportunities
- protection from ambush marketing, and
- regular workshops and 'work-in-progress' planning sessions that were geared towards developing sponsors' relationships with SOCOG's operational programs.

SOCOG sourced Account Managers with experience in the sector they managed, as sponsors relied on them to understand the sponsor's business, SOCOG organisation and operations, and to act effectively on behalf of sponsors' interests.

During the initial months of 1999, the Sponsorship Division was affected by controversy surrounding the IOC. Some sponsors wanted 'compensation' or, at a minimum, IOC-driven marketing activity to address perceived damage to the Olympic brand and consequently their own investment. While no compensation was available to sponsors, the IOC brought forward the launch of its Olympic marketing campaign into the Australian market.

During 2000, the Program focused on planning the Games-time SOC, obtaining sponsor intentions on their marketing and hospitality plans prior to, during and following the Games and reviewing contracts.

A call centre for sponsors, SOC, opened a month before the Games commenced, staffed by the Account Managers, as the hub for all non-operational sponsor communications. The key issues referred to the Centre concerned brand protection outside venues, access to additional tickets and the level of sponsor presence within venue catering concessions.

Licensing

SOCOG licensed its merchandising activities to avoid the financial risks associated with the development, manufacturing and distribution of products. In exchange for licenses SOCOG received from licensees a royalty of 15 per cent on all wholesale sales.

Licenses were issued for three terms: 1997, 1998 and the final term 1999–2000, and were renewed from term to term at SOCOG's discretion. This allowed the option to terminate licensees that failed to perform to expectations. As licenses were not issued exclusively, SOCOG had the opportunity to appoint additional licensees in categories where there was sufficient consumer demand or when a licensee was unable to meet performance standards.

SOCOG's Licensing Program attempted to achieve projected revenue targets by marketing the 'best of the best' in Australian merchandise, using icon brands, where possible with the Sydney 2000 Mascots or logo. The Program also had an objective of allowing the public to purchase an Olympic souvenir or item of memorabilia.

The key product categories were:

- apparel (T-shirts, polos, jackets, caps, etc.)
- gift and homewares (mugs, plates, table linen)
- toys (plush, board games, dolls)

- collectables (pins, spoons, number plates)
- coin program (coins and medallions)
- publishing (books and magazines)
- music (CDs and videos)
- motor vehicle registration plates.

In May and June 1996 SOCOG appointed the first eight product licensees, staff of which attended the 1996 Atlanta Olympic Games as part of the SOCOG observer team. Interest in licenses was strong and in all SOCOG received more than 3000 applications; ultimately there were 104 approved licensees.

Product Development

SOCOG commissioned both a mid-to-high-end range called The Millennium Collection and a mass-market range called Official Licensed Products of licensed merchandise. Both ranges included the Games logo and Mascots but were distinguished by material quality and price.

Items featuring the Olympic Mascots, Syd, Millie and Olly, were among the most popular products. The best Mascot sales results came when all three figures appeared together with their names and the Games logo the Millennium Athlete. A brand and range audit was undertaken in July 1998 ensured that future product development reflected SOCOG's creative direction a consistent look. More than 2300 product lines and designs were rejected by SOCOG and then discontinued. As a result of the brand audit, a tighter and more cohesive range of merchandise was developed, resulting in increased retail sales.

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- 5. Consumer Products developed a line of casual wear which proved to be very successful
- 6. Other products included swimwear, plush toys, sports equipment pins, leisure wear, ties and glass ware



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7. A group of fans has dressed up in SOCOG T-Shirts, one of the top selling items in the range of consumer products
8. The Olympic Store in Sydney's CBD, one of three in the greater Sydney area, offered a variety of Olympic merchandise. Its pin collection in particular attracted Olympic fans



ODD ANDERSEN / AFP



SOCO

At Games time, all Programs continued to operate. Consumer Products established a 24-hour Licensing Operations Centre (LOC) with responsibility for channelling all communications (phone calls, faxes and emails) between licensees and SOCOG staff, enabling monitoring of potential issues. The LOC referred unresolved issues to either the SOC or the Marketing Operations Centre for handling.

Success of the Program

In the four-year period before the Olympic Games, merchandise created by Sydney 2000 licensees was sold at more than 3000 retail outlets worldwide. Clothing, collectibles and homewares were the most popular across a product range containing about 4000 separate items. Items ranged in price from A\$4.95 for an Olympic Mascot toy to more than A\$20 000 for a diamond ring. The most popular products are listed in the following table.

Popular Licenced Products

- Top selling items Sydney 2000 Mascot plush toys
- Polo shirts
- T-shirts
- Caps
- Opening Ceremony music CD
- Sydney 2000 coins and medallions
- Sydney 2000 pins
- Sydney 2000 gold medal stamps

A total of 5.2 million coins sold representing more than A\$200 million in sales

- Stamps More than 18 million stamps were sold, selling out within hours of release
- Pins More than 8.5 million pins sold over the four-year period
More than 220 000 pins sold per day during the Games
Best-selling designs were 'Days of the Games' pins, 'Flags of Competing Nations' pins and sporting pictogram pins
- Music CDs The Opening Ceremony CD went platinum just three days after its release; reached double platinum after the first week; more than 170 000 units were sold.

The Sydney 2000 Consumer Products Program left the IOC with a significantly strengthened Olympic brand and a successful and tested consumer products operating model. In the process, consumer product sales exceeded the budgeted A\$76 million revenue target by more than A\$10 million. Domestic performance was strong but licensing outside of Australia, which was managed by Meridian, did not achieve the anticipated results.

Brand Services

By October 1996, sponsors and licensees were substantially increasing their usage of SOCOG intellectual property, such as the logo, in marketing their products. There was a need for a quality control function to inspect products and to coordinate product-approval traffic within SOCOG. The Brand Services Sub -Program was formed to ensure an effective quality control function. Brand Services also advised on the development of the *Image Guidelines* in 1998, as images complying with the *Guidelines* had to be adaptable for use on a variety of commercial images such as flags, banners, brochures, billboards, caps and pins.

The intellectual properties protected by Brand Services were: Olympic brands; Sydney 2000 Olympic Games Logo, Mascots, Look of the Games, and Pictograms; AOC Logo and Mascot; and the Paralympic Logo and Mascot. Sponsors and licensees submitted commercial products which were passed through an approval process that ensured brand usage in accordance with SOCOG policies, and consistency across all channels, and with contractual requirements. Approvals were also required by other groups wanting to use SOCOG intellectual properties, such as its Technology Division, publishers writing articles about the Games, community groups and government agencies.

To ensure effective management of the function, each sponsor and licensee had a SOCOG Account Manager. Also each product category had a product specialist responsible for ensuring consistency across all approval outcomes for that product category. SOCOG established stringent control over brand usage from the outset and made sponsors aware of the rules and requirements in order to maintain the commercial value of products and attract more sponsors. As sponsors became more familiar with the approval process a greater percentage of submissions satisfied SOCOG's requirements

without the need for major rework. Most issues that arose with sponsors and licensees were operational or contractual in nature; few related to inconsistencies in approvals or misuse of the brand.

Games Merchandising

The operation of merchandising at Games-time venues and at other SOCOG events, including the torch relay, was contracted following a tender process to Concept Sports, a major Australian event merchandise company. Concept Sports and SOCOG's Marketing Operations Program met with the venue planning teams to refine the merchandise venue requirements. Concept Sports developed the necessary merchandising operating plans, and Marketing Operations assisted to integrate them with the overall operating plans of SOCOG.

At Games-time, a 3150 sq m site installed in the Common Domain of Sydney Olympic Park and called 'The Olympic Superstore 2000', became the focal point of Games merchandising. It was a building in a prime position close to the major competition venues, including the Olympic Stadium, and was highly visible to the majority of spectators entering the Park. The concessionaire undertook the design, fitout construction, product selection, staffing and management of the Superstore. During the Games it operated at close to capacity for many hours of the day, especially in the mid-afternoon between competition sessions.

Seven smaller merchandise outlets were established at Sydney Olympic Park in other spectator entertainment areas, food and beverage areas and at the major entry and exit points. No other sale of products with Olympic imagery or general souvenir products was permitted on site, but interested sponsors were afforded opportunities to showcase and sell premium products. Sponsors were not permitted to give away products on-site and sponsor-licensed products could be sold only by the merchandise concessionaire.

Merchandise outlets were established at other competition and non-competition venues in varying numbers, depending on the size of the venue, the popularity of the sport and the space available. These outlets were marquees, portable buildings or existing venue outlets. They carried a small range of merchandise of three main types: sport or venue-specific available only at that venue; general Olympic Games product; and spectator service-type products such as film, sunscreen, rain ponchos and programs. Small walk-in stores operated at the Olympic Village, Media Village, International Broadcast Centre (IBC) and Main Press Centre (MPC).

The Superstore delivered retail sales of approximately A\$23 million. There were over 500 000 visits to the superstore and over 200 000 retail transactions. The 120 other venue-based merchandise outlets were also successful contributing to total retail sales of approximately A\$29 million. The Olympic Village, equestrian and beach volleyball outlets achieved excellent sales results. Overall the venue merchandise range proved very popular with spectators and sold out at most venues prior to Games-end. Ensuring that adequate supplies were available at the venues was sometimes difficult as there was generally little storage space and limited delivery hours.



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STEPHEN MUNDAY/ALSPORT

General Marketing and Advertising

From 1997 until 2000 SOCOG used the services of three advertising agencies, each with its own area of expertise. None of the agencies became sponsors. The first agency helped with initial brand development, the second with sponsor recognition and the third worked primarily on the Sydney 2000 brand campaign and ticket sales strategies. The key factors in selecting the agencies were a combination of their resources, strategic thinking, creative capabilities and remuneration expectations.

SOCOG did not seek to establish a set arrangement with traditional promotional agencies. Services were engaged on a case-by-case basis, as was done for the Sydney 2000 sponsor recognition campaign.

The early appointment of the market research agency Woolcott Research as a Provider was critical for SOCOG. Woolcott was briefed to develop an information tool capable of tracking market attitudes across a broad spectrum of information areas including:

- early spectator perceptions of the Olympic Games
- ongoing ticket purchase intentions
- views and expectations on various SOCOG Programs including Volunteers 2000, Olympic Torch Relay, Consumer Products and Sponsor Recognition, and
- attitudes towards the success or otherwise of SOCOG.

The results of the research appeared in the Olympic Sentiment Monitor, a monthly quantitative study of approximately 1800 responses, which ran from January 1997 through to March 1999. The surveys indicated that there was a sustained



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BRETT COSTELLO/NEWSPIX

9. The Olympic Superstore in Sydney Olympic Park was equipped to handle huge crowds, with a capacity to serve up to 1000 customers at a time and to process 1500 transactions per hour

10. IOC President Juan Antonio Samaranch enjoys having a look at plush toys in the Olympic Store

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public interest in attending the Games. Primary concerns of respondents were related to logistical matters, such as transport, accommodation and security.

From April 1999 research became more focused on the requirements of ticket marketing – purchase intentions, detailed target market breakdowns, ticket volumes, etc. The Olympic Sentiment Monitor and several one-off studies had shown some fluctuations in public support leading up to the Games. It was critical for SOCOG to be able to assess what effects external and internal issues and influences such as the 1999 IOC corruption allegations and SOCOG's own ticketing problems had on ticket purchase intentions. Individual quantitative and qualitative studies covered cause-related marketing, 'Australian made' issues for Consumer Products, the Games and the environment, SOCOG and sponsor advertising awareness/attitudes, Volunteer services support and expectations.

The six months between September 1999 and March 2000 saw the departure of SOCOG Marketing's three most senior executives and a consultancy was appointed to oversee final sponsorship sales, servicing, hospitality, consumer products and general marketing. Responsibility for brand and information communications was transferred to the Sydney 2000 Executive Communications team of Olympic Co-ordination Authority (OCA), Olympic Roads and Transport Authority (ORTA) and SOCOG executives, making the final approach different to that of the early stages.

Building the brand in the lead up to the Games involved a proactive approach in establishing Olympic communication themes with a focus on the positives of the Games, such as the excitement of being there, the once-in-a-lifetime opportunity, the positive reflection that a successful Games would bring to both city and country, and the journey of

the local and international athletes as they trained towards competing in Sydney 2000. This strategy assisted in maintaining a significant level of positive Games support and pride, particularly during the period surrounding the IOC bribery and corruption allegations in early 1999.

The early brand advertising campaign commenced in January 1997, with a series of television and radio commercials entitled 'The Journey Begins'. This was a creative series of 30-second and 15-second vignettes, which told the story of the commencement of the Olympic journey Australian people would take over the coming four years. Content covered venue construction, the environment and athlete preparation. The series continued the popular bid theme of 'Share The Spirit' later be developed into most advertising communications.

The next major brand campaign was launched on Christmas Day 1998, and ran for two months prior to the commencement of ticket marketing. There were four television commercials in the series, produced in both 60-second and 45-second lengths, each with the key strap line 'Share The Dream – Share The Spirit'. The first, entitled 'Remember When', was aimed at the domestic market's pride in winning the bid to stage the Sydney 2000 Games. It captured the moment of the bid victory in Australia and overseas, featuring Canada, New York, Morocco and Paris.

The other three commercials in the brand phase were titled 'Canadian Canoeists', 'Moroccan Runner' and 'Gillian', featuring athletes from overseas as well as Australia. The theme of the commercials focused on the athletes' training and their vision for Sydney 2000. For the domestic market it enhanced the feeling of internationalism of the Sydney 2000 Games – that the athletes were getting ready and the Games was not that far away. Research confirmed that these messages were well

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11. While the Sydney 2000 merchandise was successful beyond expectations, the public's interest in attending the Games was also built up through extensive ticket marketing campaigns

SOCOG

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BRONWYN RENNE/SOCCG

communicated. The broad appeal and international flavour meant this series were broadcasted in overseas Australian embassies and diplomatic offices of the Australian Department of Foreign Affairs and Trade.

The rights holding broadcasters both domestic and international represented a powerful means of communicating Sydney 2000's brand message. Similarly effective was the combined media power of the sponsor programs. This made it critical for sponsors to understand and embrace the Sydney 2000 brand. Games licensees were also amongst the first to commence using the brand marks and images in a formative way, becoming for many the first carriers of the Sydney 2000 brand. The national retail partners also played a highly significant role throughout the four-year period.

A close relationship was developed between the Australian Tourist Commission, Tourism New South Wales and SOCOG to ensure that the Australian tourism industry maximised the benefits of hosting the Olympic Games. A relationship was also developed between Sydney 2000 and the Department of Foreign Affairs and Trade on several initiatives, including the launch of the 'Business Club of Australia'.

All these initiatives contributed to positive attitudes which showed up in the research. Initial ticket sales also benefited greatly. A well-orchestrated ticket marketing campaign, using key elements of the brand strategy, saw SOCOG achieve a record level of 317 000 ticket applications in the first ticket offering May 1999 when per-capita ticket requests far outstripped those of Atlanta in 1996.

Sponsor Recognition and Presence

With the increasing involvement of OCA in the planning and management of the urban domain, in 1999 it was jointly

agreed by SOCOG and OCA that OCA take the lead role in the final detail and sales process of the presence packages to sponsors. Shortly afterward OCA appointed its own outside sales agency Sports and Outdoor Media International to handle the sales process, and the marketing of the presence packages commenced in late 1999.

Sydney 2000's Sponsor Recognition Program has been recognised by the IOC and sponsors as the most comprehensive of any OCOG to date. Spearheaded by a multi-media four-year marketing in kind (MIK) advertising budget in excess of A\$7.2 million, the strategy was to go well beyond the 'letter of the sponsor contracts' to deliver a unparalleled program to assist the sponsors leverage their Olympic investment. The media campaign included television, as well as press, magazine and radio support.

The objectives of the program were clear: to announce, promote and protect the sponsors of the Sydney 2000 Olympic Games. Beyond the traditional logo-based informational approach, the ongoing emotional campaign clearly outlined the important role sponsors played in staging the Games.

An important part of sponsor recognition was physical recognition in and around venues. This allowed sponsors a unique opportunity for brand recognition in close proximity to the Olympic environment. Great consideration was given to the placement guidelines for the venue structures. The objective, clearly identified by the IOC, was to ensure a spread of signage at key entrances to all key competition and non-competition venues. Key locations were competition venues, Common Domain precincts at SOP and Darling Harbour and key non-competition venues – IBC, MPC, Olympic Family Hotels, Airport, locations within the urban domain and at OCA-controlled Olympic Live Sites.

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12. As part of the sponsor recognition program, sponsors had the right to promote themselves in and around venues

13. The Sponsor Hospitality Program ran hospitality areas at all Olympic venues, where sponsors and their guests could relax

14. SOCOG hosted various functions and sponsor workshops to establish a positive working relationship and ensure appropriate recognition was given to sponsors



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BRONWYN RENNE/SOCCG



SOCO





TECHNOLOGY SYSTEMS

The Technology Division operated as a service provider to all SOCOG programs. Its mission was to manage the planning, development, implementation and operation of all the technology systems and services supporting SOCOG and the Sydney 2000 Olympic Games by delivering information technology, telecommunications, audiovisual and general technology support.

The Technology Division by Games-time consisted of some 8500 people, including 4500 volunteers and was made up of the sub-programs:

- Business and Contract Management
- Operations and Integration
- Games Management Systems
- Telecommunications
- Desktop
- Internet
- Venue Technology Group
- Games Results Systems

Establishment and Development

From the inception of SOCOG in November 1993, technology support was required to enable various programs to properly plan and organise their activities. The Technology Program was established in 1993, reporting to the Bid General Manager who headed the interim management team. Between 1993 and 1996, the Technology Program focused primarily on headquarters support and Games planning. The majority of resources in this period were consumed in providing the office network, identifying the technology needs of the various SOCOG programs and negotiating sponsorship agreements to provide goods and services. Headquarters services included office PCs, local area network (LAN) management, systems support and telecommunications. This was provided with the assistance of staff from information technology sponsor IBM and telecommunications sponsor Telstra, seconded to SOCOG under sponsor agreements.

Applications purchased or developed for SOCOG programs included word processing and spreadsheet software, legal and marketing databases, royalty systems for consumer product sales, payroll and finance systems and email. A basic Internet site for SOCOG was created in 1993. Mobile and desk communications were provided by Telstra, reprographic services by Team Millennium Olympic Partner (TMOP) Fuji Xerox. Audiovisual (AV) services were provided by SOCOG technology staff, supplemented by consultants for specific events.

The 1996 Atlanta Olympic Games gave SOCOG Technology staff valuable Games-time experience. A team of six went to Atlanta to support SOCOG and AOC operations and observe technology services at all competition and non-competition

venues. In October 1996, Technology was given divisional status within SOCOG. This was supported by the appointment of a General Manager Technology in February 1997.

The focus in 1997 was negotiating and signing the sponsorship agreement with IBM for the provision of the hardware and software necessary to stage the Games. Additional hardware and personnel were funded at SOCOG's expense.

During 1997 the Technology Division changed IBM's role in the Sydney Games to one of being wholly responsible for the provision of Games results and Games management systems, and integration with other technology systems such as timing and scoring, reprographics and audiovisual displays. During 1997 related TMOP sponsorship agreements were also signed with Swatch, Panasonic, Kodak and Fuji Xerox.

To facilitate coordination across Games agencies and to address major policy and strategic issues e.g. the ultimate radio services provided to the Games and the NSW Government; the issue of the management of plans to address electromagnetic interference at Sydney Olympic Park, etc., two key groups were established at CEO and Chief Technology Officer levels both convened by the Olympic Co-ordination Authority (OCA) to assist in Olympic technology planning.

Another key focus in 1997 was the establishment of a coordinated team overseeing the delivery of technology for the Games. SOCOG established a Technology Partner Council (TPC) comprising all TMOPs, SOCOG management, the IOC Technology Director and stakeholder representatives from press, broadcasting and sport. The TPC met quarterly and provided the management framework for all TMOPs to discuss issues and account for their role in the technology delivery.

When SOCOG headquarters moved to a new building to accommodate the expanding Games workforce, the Technology Division took the opportunity to change SOCOG's information technology platform from an OS2 to an NT Windows-based platform. This provided a higher level of

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1. Technology plays a crucial role in the staging of an Olympic Games. Results systems have to instantly feed the correct timing and rankings to officials and the media
2. At every venue, Venue Technology Centres were established to manage the physical technology infrastructure and to provide hands-on support for local technical problems. Versatile wiring infrastructures ensured that changing communications needs could be readily satisfied
3. While the traditional lap bell is still used to announce the last lap in a long distance race, a more sophisticated lap counter has been added



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ROBERT PEARCE/THE SYDNEY MORNING HERALD

Panasonic and Fuji Xerox provided an opportunity for SOCOG Technology staff to work in the TMOP teams operating in Nagano. The Goodwill Games in New York in July 1998, the Asian Games in Bangkok in December 1998 and the Pan American Games in Winnipeg, Canada in July 1999, all provided staff with valuable major event experience.

Business and Contract Management Sub-Program

This program Business and Contract Management Sub-Program (BCM) was responsible for managing the final forecast financial position of the technology delivery for the Olympic Games. BCM administered technology expenditure on a daily basis, in accordance with SOCOG policies and guidelines. It also maintained an up-to-date summary of the contract position of each Supplier and Partner, prepared all required reports to stakeholder groups including SOCOG and the IOC and organised space requirements for technology partner staff, etc. The BCM Sub-Program liaised extensively with Sydney Olympic Broadcasting Organisation (SOBO), OCA, Olympic Roads and Transport Authority (ORTA), AOC, IOC and SOCOG's Technology Partners.

Operations and Integration Sub-Program

The objective of this program was to guide and coordinate the technology integration process, specifically to work across all SOCOG divisions and programs so that user groups could implement the technology and work effectively and coherently. Other objectives included development and delivery of the Technology Command Centre (TCC), disaster recovery planning across all applications in conjunction with risk management, and transition planning from Olympic Games to Paralympic Games. The TCC was responsible for the seamless

control over the network and a more stable platform to plan Games activities.

Existing applications were used, where possible, rather than developing new systems. This was consistent with the risk management strategy of using tested technology in areas critical to the delivery of the Games. A technology freeze date of 31 December 1998 was set to minimise risk from the use of unproven technology for key services related to the Sydney 2000 Games. Technology that had not been tested before this date was quarantined from Games use.

Technology Division staff gained further valuable experience at the 1998 Nagano Olympic Winter Games. Forty Technology staff attended these Games, reflecting the build-up of the division compared to the 15 who went to Atlanta. Most did not have Olympic Games or 'big event' experience. IBM,



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4. SOCOG and IBM staff test the Technology Command Centre, established at SOCOG's headquarters during one of the major test events

5. Attention to detail in the installation of physical network infrastructure was an integral part of the risk minimisation process

6. Technology staff monitor the operations of all systems during the Games. At peak times, more than 200 staff manned the Centre in order to ensure the flawless functioning of all technology



MATTHEW STOCKMAN/ALLSPORT

operation and management of all Games-critical technology and technology services with the exception of broadcast technology.

Technology Command Centre

Planning for the TCC commenced in 1998; it was operational by June 1999 for the scheduled September cluster of test events. Located within Sydney 2000 headquarters, the TCC was the control centre for all technology systems, information and telecommunications during test events and the Games. Its responsibilities were to:

- ensure technology was installed and functional
- maintain technology readiness
- anticipate system-wide problems via monitoring
- ensure timely resolution of problems
- manage critical resources dispatching skilled specialists
- centralise critical technology decision-making, and
- communicate technology status to venues and management.

All technology Partners were represented in the TCC, where their staff monitored the various systems being delivered. These include the timing and scoring for all sports; the telecommunications network for land lines, mobile phones and trunk radio; information systems for Results and Games Management systems such as Accreditation; the Internet site; the reprographic support for Results printing; photo imaging for Accreditation; sound and video systems in competition, non-competition venues and the Common Domain.

During the Cluster test events in September 1999 the TCC had up to 80 staff across venues on each shift, largely from IBM. All components of the information system delivery – Results, INFO, Commentator Information System (CIS) TV graphics, etc. – were monitored and reported on via the OPTMS incident tracking system. TCC reporting was critical so that all parties were aware of incidents, understood the issues and learned from them to ensure a non-repeat of the incident.

The second phase, or final build up of the TCC, in order to have it ready at Games-time, commenced in March 2000. It was built in a manner that allowed the first phase to remain in use for continuing test events. The TCC was operational for the entire Games, including bump-in, transition and bump-out phases.

Integration

The integration role of the sub-program had a number of stages:

- gaining agreement on the definition of operational integration, for all technology
- ensuring that the scope, objective and review framework for required technology rehearsals were reflected in planning including, where necessary, phones, radio, Cable Antenna Television System (CATV), etc.
- overseeing the conduct of all technology rehearsals
- working with each user group, press, broadcasters, etc. to ensure key processes were defined, understood and staff properly trained for their Games-time roles
- identifying and addressing gaps in operational planning, and
- ensuring that required contingency planning was carried out.

Games Management Systems Sub-Program

In December 1997 SOCOG established a contract with the Barcelona-based Sema Group to provide a number of GMS. The Sema Group had developed systems for the 1992 Barcelona Olympic Games, 1998 Nagano Olympic Winter Games and the 1998 Kuala Lumpur Commonwealth Games.

The GMS Sub-Program managed the requirements, development, testing and implementation of more than 30 systems that supported the test events and the Olympic Games across all SOCOG program areas including accreditation, medical, staffing, logistics and doping control.

Telecommunications Sub-Program

The Telecommunications Sub-Program provided the basic building block through which all technology was delivered for the Sydney 2000 Games. It was wide-ranging in its scope, from provision of a fibre-based core transmission network to standard customer service equipment, such as telephones, mobiles, pagers, etc.

The Telecommunications Sub-Program was divided into three components. First, the core transmission network provided telephony, IBM wideband data for results and Games management systems, and customer service equipment. All networking infrastructure was provided by one of the two national telecommunications carriers.

Second, the sub-program provided connections to all competition and key non-competition venues. A gateway Telecommunications Room in each venue was the hub through which the core network systems were distributed to final user locations. This included individual cabling



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7. Wherever practical, multiple pathways and backup systems were used to remove single points of failure in the networks and infrastructure

8. Telstra, responsible for implementing the communications network for the Sydney Games, put in 48 000 km of optic fibre, 30 000 new phone and fax lines and 280 video links in order to service the venues, Villages and Media Centres



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TELSTRA

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ALEX HESES/COG

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TELSTRA

systems for telephony, data, CATV and wired headsets on the field of play.

The third component of the sub-program included more than 35 000 telecom peripherals installed under value-in-kind (VIK) obligations and a further 15 000 on Rate Card. The overall telecommunications rollout was governed by contracts with TMOPs Telstra, Samsung and Panasonic.

Telstra

The TMOP Agreement with Telstra, signed in 1997, gave Telstra the rights to provide telecommunications networking facilities for the Sydney 2000 Games, including:

- ISDN at all venues; free calling between venues
- non-telephony services (fax, data lines, EFTPOS lines)
- radio networks for Global System for Mobile Communication (GSM) mobile, paging and trunk radio
- wide area data carriage between all venues – to support IBM data transmission needs plus CATV distribution
- broadcast contribution circuits (V and As) and 4w commentary control circuits from all competition venues to International Broadcasting Centre (IBC)
- all venue cabling for telephony services, and
- support of test events, technical rehearsals, the Olympic Games.

It was agreed to exclude terminal equipment from the Telstra scope, as supply of much of that equipment had already been agreed with other Partners. Samsung, for example, was to supply mobiles, pagers, and two-way radios. Due to the deregulated market in Australia, the supply of telephone handsets was initially left open. Under the terms of the TMOP Agreement, however, Telstra provided 3100 Press pay phones across venues. These units, provided in Venue Press Centres, allowed for insertion of Telstra stored-value calling cards, which gave journalists national or international call access for logging press transcripts back to their employers.

9. Telecommunications partner Telstra set up additional public phones in Sydney Olympic Park for those visitors who did not have a mobile phone

10. During the Sydney Games mobile phone usage was at new heights: athletes, officials and spectators alike took advantage of the advanced technology in this field. Over 110 000 mobile calls were made from the Olympic Stadium during the Opening Ceremony alone

Sydney 2000 required 28 000 VIK telecommunications services to be connected, and approximately 15 000 Rate Card services. Telstra established the Olympic Service Centre to activate all services. This demanded significant resources from Telstra and required SOCOG to provide details for each individual service. A joint effort was also required between the venue design teams who specified service location, service activate and deactivate dates and the telecommunications design teams who nominated service features, and Rate Card services which were still being connected throughout the Games.

Samsung

Samsung was the designated TMOP for all roaming devices, i.e. GSM mobiles, Code Division Multiple Access (CDMA) mobiles, pagers and trunk radio handsets. The overall TMOP Agreement with Samsung was established in 1995. This agreement concentrated on sponsorship and marketing arrangements and was non-specific in technology terms. Technology coordination with Samsung was therefore carried out locally at an operational level. Samsung provided an Olympic Games Manager and Project Manager from the outset, which greatly assisted the coordination process at Sydney 2000 Olympic Headquarters.

The specification and delivery process of mobile phones was generally smooth. Samsung provided three GSM models for Sydney 2000 use. Eight hundred mobile units were supplied for administration and test event use during 1997–1999. In July 2000, 4200 dual-band models were supplied for Games-time use. ORTA purchased a further 800 dual-band mobiles for its own use in August 2000. Three hundred pagers were supplied for the test events in 1999, and another 2000 in July 2000 for use during the Games.

Supply of trunked radio handsets was a long and complex process. In view of the legacy benefit to the NSW Government, SOCOG decided in July 1998 not to use the terrestrial trunked radio (TETRA) system recommended by Samsung, in favour of an Association of Public Safety Communication Officials (APCO) based system. Samsung generously accepted this decision. Handsets to this specification, manufactured by Motorola, were leased from the NSW Government and rebadged by Samsung under a separate rebadging agreement.

Panasonic

Apart from its public address and audiovisual systems (PA/AV) obligations, Panasonic supplied 6000 premium telephone handsets with conferencing capability, data port and multiple memory positions, which were placed primarily in the Media Village. Eight hundred telephone handsets with a silent ring feature were required in broadcast and press tribunes and some venues which needed field of play telephony. This feature was in theory built into the Panasonic premium handset, but proved inadequate in practice. Audioline, an external supplier, was chosen to supply an acceptable model.

Spectrum Requirements

The Technology Division was also involved in information gathering and planning for spectrum requirements. Through

regular meetings, electronic mail and questionnaires, Technology gathered spectrum requirements and delivered them to the Australian Communications Authority (ACA) for processing. The ACA issued appropriate licences. More than A\$1.2 million had been paid for licences when the Games concluded. Due to security concerns addressed by a number of government departments and other authorities, it was decided not to compile a complete list of spectrum frequencies, even within SOCOG.

Desktop Sub-Program

The Desktop Technology Sub-Program managed the desktop environment to enable SOCOG to plan and operate pre-Games. Key tasks for the sub-program included:

- providing a secure and reliable network system for SOCOG, Sydney Paralympic Organising Committee (SPOC) and SOBO at Sydney 2000 Olympic headquarters
- providing a secure and reliable network system for selected users outside the SOCOG headquarters building
- managing all technology resource roll-out to SOCOG headquarters, including PCs, printers, telephony, reprographics equipment, etc.
- managing early moves of functional areas to Games venues and establishing technical requirements pre-Games
- managing all internal relocations of technology equipment at SOCOG headquarters
- managing service levels of Partner staff in accordance with contractual obligations and agreements, and
- resolving ad hoc requirements and new developments as required.

Internet Sub-Program

The Internet Business Group Sub-Program was responsible for all aspects of www.olympics.com, the official web site of the Sydney Olympic Games.

Key objectives of www.olympics.com were to:

- redefine sports event coverage on the web
- generate revenue
- become the most popular sports event site ever
- reflect all communication requirements for the Sydney 2000 Olympic Games, and
- showcase IBM.

Despite a basic text Internet site having been created in 1993 and operated for SOCOG by IBM, no one at SOCOG was responsible for site development until 1997. Until that time, various SOCOG programs provided IBM with limited SOCOG content.

After the TMOP Agreement was signed with IBM, the Internet Business Group Sub-Program was established in 1997. The goal was to create a dynamic, world-class web site providing information and generating revenue to fund the development of the site and Games systems delivery. Both IBM and SOCOG agreed on defined financial inputs to ensure investment in the site was managed to maximise returns. Prior to 1998, the site was static, with limited text data providing information on Sydney and the competition venues. To encourage traffic, the site was refreshed at the time of the 1998 Nagano Olympic Winter Games.

On designing and building the site it was important to achieve a balance between commercial and information content. The site's revenue-raising potential was noted very early, although most revenue-raising activities did not start until one year before the Games due to the requirement to protect sponsors. As a Partner in www.olympics.com, a significant portion of advertising space was contractually reserved for IBM.

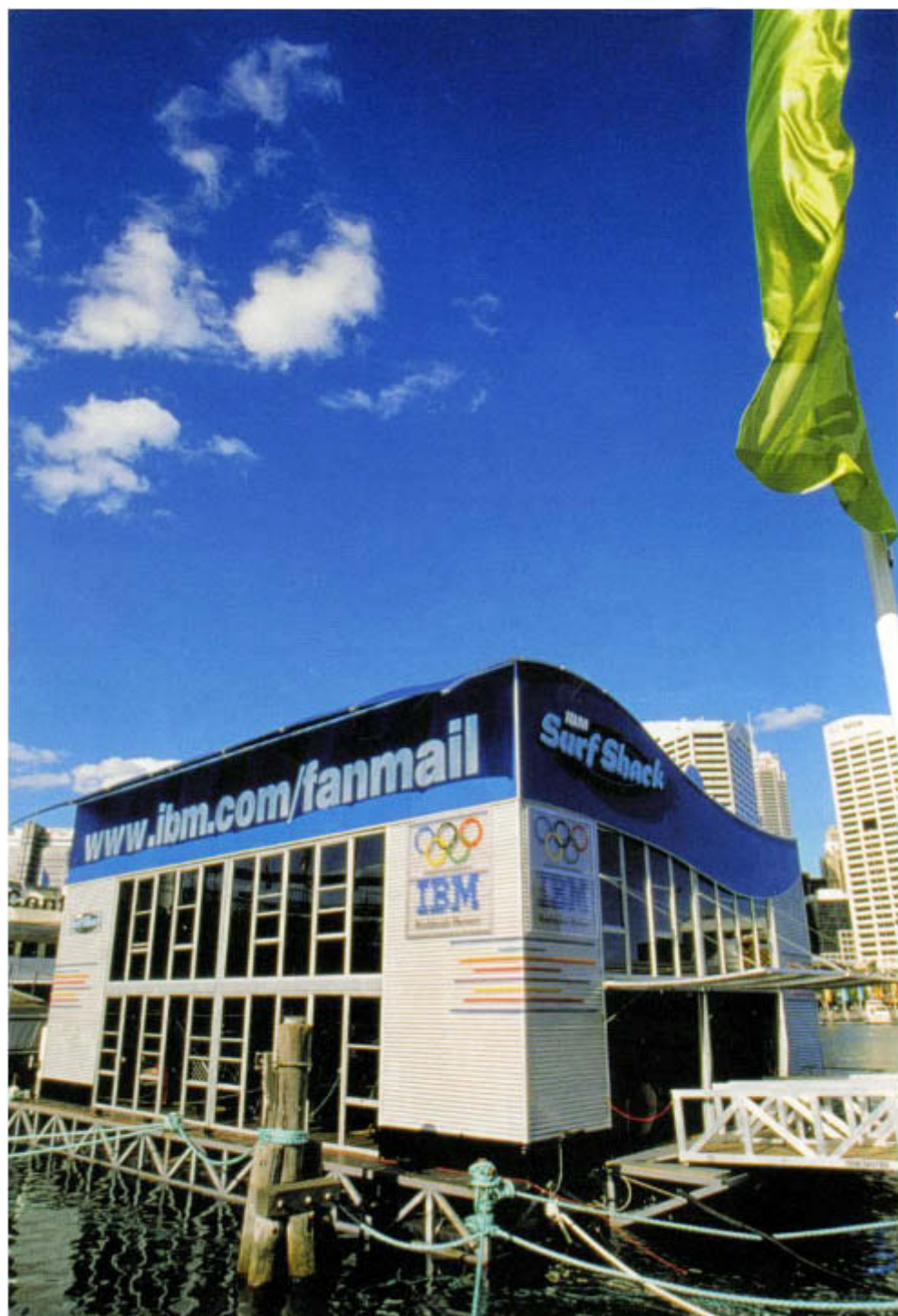
From 1998 the sub-program comprised a small team of three SOCOG staff, supported later in the year by a team from the website producer Gadfly Media. Together they were responsible for design and content of the site. Features were rolled out progressively to the end of 2000. The look and content of the site were of such a high standard that it became one of the most trafficked sites ever, receiving a total of 11.3 billion hits, IBM also had a substantial team of developers involved in the site's creation and operation.

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11. An IBM SurfShack was located at Darling Harbour, attracting visitors of all ages to the Internet-enabled Olympic information systems in a familiar Internet Cafe style setting



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MATTHEW STOCKMAN/SPORTS

could search the sports schedule by sport, date or venue, purchase six tickets per online transaction with no limit on the number of individual transactions, pay by Visa card and collect the tickets at a box office three business days after ordering. To maintain security, the customer who purchased the tickets online was required to collect them. This was done by quoting the account number generated during the online ordering process and producing photo identification.

Venue Technology Sub-Program

The Venue Technology Sub-Program was responsible for the planning, implementation and operation of all competition and non-competition venue-based technology systems and services. This included: all voice, data, video and radio communications infrastructure and services; audio/video systems, from large video screens to TV monitors on security cameras; badging systems and photolab facilities; document reprographics (faxes, copiers and printers); scoring and timing systems; scoreboards and cabling infrastructure. The Venue Technology Sub-Program also coordinated all technical design briefs for venues, definitions of user requirements, sourcing suitable technology, development of integrated end-to-end venue solutions and venue implementation plans.

In 1997, once contractual commitments had been made with IBM, staff planning and training began. Contacts were developed with universities and the Australian Computer Society to recruit technology specialist volunteers.

The key focus for 1998 was defining and quantifying requirements. Venue Technology Managers (VTMs) were appointed and venue technology requirements were assessed. Many of the venues were still under construction and SOCOG's technology staff provided input into the venue design to ensure access pathways. Technology equipment rooms were scoped and included in the venue designs.

In early 1999 SOCOG paid staff replaced the VTMs seconded from IBM after it was clarified that the IBM staff would be an additional cost above the existing contract. Several VTMs were appointed to non-competition venues in 1999 in an attempt to accelerate the process of defining requirements for these venues. Despite a deadline of July 1998, venue technology requirements in some areas, such as CATV, audio and video were still being defined in the latter half of 1999. However, enough progress was made in scoping the Games audio, video and CATV requirements for contracts for the venue sound overlay to be signed with Panasonic in early 1999.

A contract was also signed with Panasonic in April 1998 for the supply and operation of nine video and projection systems for competition venues. However, various requests by OCA and IFs resulted in redefined needs for video systems in both competition and non-competition venues. SOCOG retained responsibility for providing video boards in competition venues while OCA assumed responsibility for video boards in Common Domain areas.

The appointment of VTMs for all venues in 1999 helped provide a uniform, cohesive approach and leadership to the various technology Partners, contractors and SOCOG

13



MATT TURNER/SPORTS

In September 1999, the site was re-launched with new features reflecting the Look of the Sydney 2000 Olympic Games. The site now included:

- an online Olympic Store with e-commerce capabilities
- online ticket ordering
- a 'Kids' section which supported the work of the National Education Program, as well as providing children's entertainment online
- coverage of the various test events
- a French language section
- historical features by Bud Greenspan
- Games timetable and schedule of events
- 2000 Olympic Arts Festival section and schedule of events
- Sydney City Guide, and
- online polls and games.

To provide this additional content within the budget, SOCOG entered into a number of content provision arrangements with various providers of online services, photography and information. This allowed IBM and Gadfly to concentrate on their core obligations of site design and operation while obtaining additional valuable content.

In 1999 SOCOG appointed agents to sell site advertising in the form of banner ads and sponsorships. The agents sold advertising to SOCOG sponsors and licensees, Paralympic sponsors, United States Olympic Committee (USOC/Salt Lake City sponsors and licensees and Internet companies that were non-competitive with existing sponsors. Media strategies, ad sales strategies and promotional strategies were adopted in August 1999.

In March 2000, Sydney 2000 and IBM decided to outsource the Internet site entirely to IBM. As a consequence, the SOCOG Internet Sub-Program ceased to exist and SOCOG had no further role in the development of the site.

From 20 July 2000 tickets to the Sydney 2000 Olympic Games could be purchased through www.olympics.com. The www.olympics.com home page featured a prominent ticketing icon that linked customers to ticketing information. Customers

12. The Olympic website, olympics.com, contained everything from real-time event results to web cameras, three-dimensional venue representations and a shop

13. The public were able to interact with the Olympic athletes via the fan mail program, allowing them to send emails to their favourite stars

14. Opposite page: Huge scoreboards, provided by Swatch, were installed at outdoor venues. Some of the semi-permanent and temporary scoreboards were later purchased by the venue owners, while others were removed after the Games

15. Opposite page: The Host City Marathon served as a test event for various functional areas. Technology was attempting to bed down the systems and processes and ensure staff were well-trained for the Games

programs. Precinct Technology Managers were appointed to liaise with VTMs across several geographically close venues. Each Precinct Technology Manager also managed a specific competition venue. In this way, breadth of management, command and control was kept to a reasonable level. This also ensured consistency on overall planning.

Advancing from planning to implementation, the role of the VTM became more important. The VTM was the only person on the venue team who had an overall picture of the proposed technology, how it would be implemented and the myriad dependencies relied upon for successful implementation.

The main roles of the Competition and Non-Competition Venues Sub-Programs through late 1999 and into 2000 were to:

- establish a common set of management milestones incorporating all Partner, contractor and OCA significant infrastructure milestones
- establish a reporting structure that enabled issues to be raised and dealt with quickly
- hold weekly meetings with staff to enhance communication
- attend SOCOG program reviews to managing users' expectations
- develop and review project management plans and schedules, and
- integrate technology schedules with the construction schedules for each venue.

Delivery Coordination Office

A Delivery Coordination Office Pre-Games was established in the lead-up to the Games to manage final procurement, delivery, installation, testing, commissioning and operator training activities for communications technology. During 1999 detailed planning was finalised and 'first cut' requirements gathered for all technology systems. Some early testing was required for the CATV network to ensure the TV monitors would actually be able to tune the 60-channel CATV signal.

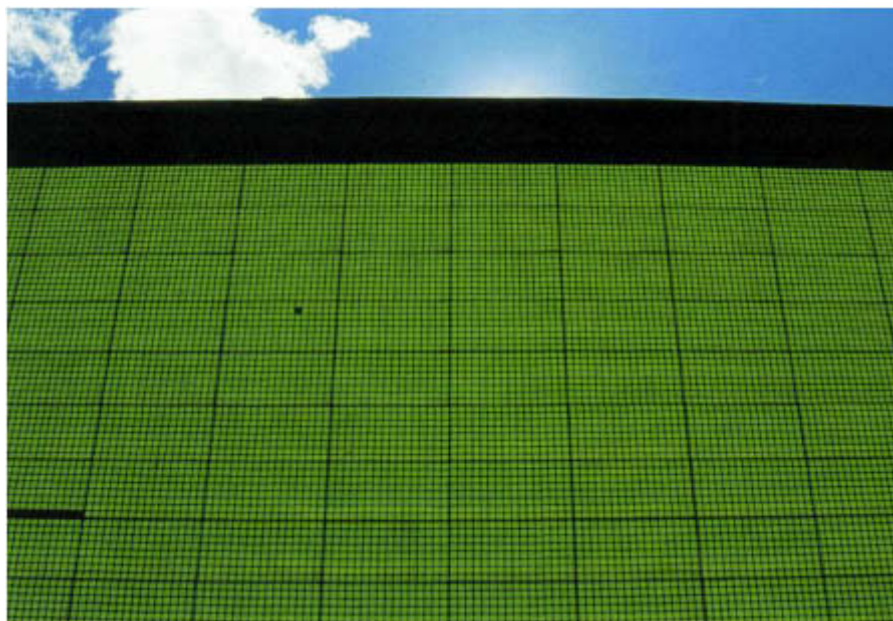
A year out from the Games most final requirements had been gathered. Tenders were issued, responses evaluated and contractors selected. All base infrastructure was designed and installed over a six-month period starting from nine months out from Games-time, with final equipment installation and system commissioning occurring over the last two months.

During 1999 and early 2000 volunteer rosters were established and volunteers were contacted and informed of exact times of duty.

Test Events

From late 1998 to June 2000 a series of sporting test events was held for each sport and discipline. SOCOG's role depended on whether it was hosting the event or simply observing. Although the test events did not have final Games-time code available, many lessons were learned in areas such as staff procedures, use of volunteers, sport expectations, logistics limitations at certain venues, performance of outdoor venues and equipment in regard to weather.

SOCOG's first test event, the Sydney Harbour Regatta in September 1998, was too early to test the Games systems, but



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KIERAN MADDEN/SOCCO



15

NICK WILSON/SPORT

16



SEAN GARNSWORTHY/SOCCO

16. All venues required installation of many kilometers of cabling infrastructure for television, computer networks and results timing systems. In the Olympic Stadium this was made easier by the large cable pits and tunnels

17. Volunteers monitor the scoring during the volleyball competition, entering scores into the Results System. All scoring and timing throughout the Games worked smoothly and without any incidents

was supported by the Technology Division in reprographics, telecommunications and a temporary results system. It was an important opportunity for Technology staff to gain event experience, preparing them for their roles at Games-time, helping the team to move from planning to implementation.

Early in 1999 the Technology Test Event Planning Cell (TTEPC) was created, focusing solely on test event planning, and bringing together all Technology Partners in a team approach to planning and testing. The TTEPC achieved agreement and sign-off from all parties. The test event budget was overseen by the Manager Technology Test Events.

The technology systems that were centrally managed by the Delivery Coordination Office were addressed for each test event on an 'as-needed' basis. The Project Manager Audio Visual Systems was responsible for documenting the needs of each

test event and sourcing the required equipment and services from local service providers. The Technology Partners for the Games-time provision of CATV, PA systems, video screen systems and wired headsets for Games-time did not provide services for the test events. In fact, for the test events there were no CATV network requirements, limited video screen system requirements and reduced wired headset and PA systems.

Games Results Systems Sub-Program

The Games Results Systems Sub-Program was responsible for the delivery of effective, working Results systems to support the test events, technology rehearsals and Olympic Games. The data was supplied through the INFO System, Commentator Information System (CIS), Television Graphics, Data Display System (DDS), Internet and World News Press Agency.

The deployment, operation and removal for these systems were outsourced to IBM. Provision of the systems required was outsourced to IBM, Sema Group and other service providers. The Manager, Games Results Sub-Program was responsible for facilitating the delivery of these systems and the interaction between the service providers and the SOCOG programs.

The scope of these systems included:

- Results Systems for each sport, INFO 2000, CIS for nine sports, TV Graphics System, DDS (outsourced to IBM)
- Olympic Entries and Qualification system (also known as Entries) as defined in the Sema Games Agreement and
- the Event Scheduling System as defined and developed by Lotus Corporation.

The Olympic Results Information Service (ORIS) process, as sponsored and managed by the IOC, was the major activity for the Games Results Sub-Program in 1997 and 1998. During this period IBM evaluated their existing systems and decided to subcontract development of some systems to MSL and Sema Group, both Spanish sports software development companies. This allowed SOCOG to use new applications based on existing code being used in international competition rather than trying to modify the systems used at the previous Games in Atlanta.

IBM conducted user workshops with relevant parties to validate the sports-specific requirements, in addition to the ORIS documentation. Similar workshop and requirements-gathering sessions were completed for INFO and Entries.

Development and Testing of Games Systems

The development of Games systems was concentrated in Madrid (MSL) and Barcelona (Sema Group), under the supervision of IBM. Due to the expertise already located in Spain, this was a less costly alternative than re-establishing in the USA or Sydney. IBM established a major presence in Spain to accommodate the huge testing requirement for the Games systems. While the geographic distance from SOCOG created some problems in visibility of system development and awareness of problems in development timelines, most of these problems were addressed by improved SOCOG project monitoring and tracking methods. SOCOG allocated significant resources for key staff to travel to Spain to sign off stages in the system development.

17



CHARLES BUTCHER/SOCCO

SOCOG's Project Management Division reviewed and re-established detailed reporting processes with all delivery Partners during meetings held every two weeks. Senior management of each Partner attended, reported against agreed milestones and timelines and provided updated information on any technology delivery dates. SOCOG then established revised testing and sign-off processes for results systems and TV graphics systems. These processes involved SOCOG and SOBO staff travelling regularly to Madrid and participating in detailed testing of final systems.

Operational Readiness

The original goal of having all systems software developed, tested and operational prior to the Test Event Cluster in September 1999 was not achieved, and most test events were held using partially developed Games applications. The final versions of Games applications were not delivered until the end of June 2000.

This meant SOCOG had to track the operational readiness aspects on a sport-by-sport basis. SOCOG embarked on three technical rehearsals: Technical Rehearsal 1 (15 June 2000); Technical Rehearsal 2 (5 August 2000) and dress rehearsals (27 August – 10 September 2000).

The sports tested at these three rehearsals were selected on a risk analysis basis arrived at through performance at test events and acceptance tests from a client perspective. Technical rehearsals confirmed that technology was ready for production and highlighted any potential problems before the sport dress rehearsals and the Games.

Operations

The operations of Results including INFO and Entries were decentralised to a venue level. Results Systems Managers (RSMs) were provided as part of the IBM contract for each sport late in 1998. The RSMs were responsible for tracking the development and testing of their respective results systems and overseeing procedures and workforce at their venues, ensuring the Results outputs were delivered to agreed service levels. This early appointment of RSMs worked well as they gained an early understanding of their systems and were able to implement effective work routines at the venues. During the Games the RSMs reported to the Competition Manager for the delivery of the results.

Games Operations

Throughout the development process, there was a need to closely manage the budget to ensure that adequate contingency was allocated for identified and unidentified risks. Throughout 1999 and early 2000, in finalising scoping requirements mainly from an infrastructure perspective, there were significant requirements for increased funding.

The key areas where budget had not been allocated were: public address systems, Villages inter-connectivity (LAN) requirements, additional equipment requirements across a range of items including phones (mobiles and land lines), and interstate football equipment requirements.

Some non-competition venues such as the Uniform Distribution and Accreditation Centre, commenced operations as early as March and most were operational two weeks before the Games commenced. This required early activation of GMS systems and support of Desktop facilities, which these venues relied on heavily for their operations. Some issues arose with the Technology Partners in respect of early equipment supply and support.

Late Rate Card orders caused problems, as expected, and required a lot of activity into the first week of the Games, particularly in the Olympic Village. However, SOCOG and Technology Partner staff were able to fulfil late orders within 24 hours of notification.

There were the expected problems in the week leading up to the Games caused by users unfamiliar with the technology. This continued into the first week of the Games but rapidly declined. It soon became clear that the detailed planning and hard work leading up to the Games had paid off with only a handful of minor problems occurring, none of which significantly impacted competition. The transition to Paralympic Games went very smoothly due to the extensive planning.

During the Games all VTMs and their assistants maintained their respective venues, ensuring Technology Partners and contractors attended to problems as they arose. This worked well, with very few issues being reported by VTMs at the end of each day.

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18. Results runners, mostly volunteers, helped to deliver printed results and start lists to the press and broadcasters
19. The scoring board at the Olympic Stadium was particularly important so spectators could follow all events taking place in the arena



18

CHARLES BUTCHERSOCOG



JOE ARMAO/FANPAX



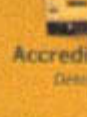
Non – Card holders
*Non-détenteurs de cartes d'identité
et d'accréditation olympiques*



Toilets
Toilettes



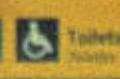
Accreditation Pass holders
*Réservé aux détenteurs de cartes
d'accréditation*



**Olympic identity
Accreditation Card holders**
*Détenteurs de cartes d'identité et
d'accréditation olympiques*



**Main
Accreditation
Centre**



Toilets
Toilettes



Non – Card holders
*Non-détenteurs de cartes d'identité
et d'accréditation olympiques*



Toilets
Toilettes



**Main
Accreditation
Centre**



**Please have photo
identification ID
ready**
*Veuillez présenter
une photo
d'identité avec
photo.*





ACCREDITATION

The purpose of the Accreditation Program, established in July 1996, was to identify and register all people involved in staging the Sydney 2000 Games and ensure they had quick and safe access to the locations they required. The Accreditation Program identified and registered all Games participants except ticket-holding spectators, verified their eligibility, established access entitlements, produced and issued accreditation passes for Games venues.

Accreditation was provided for 246 727 people at the Sydney 2000 Games. During peak operations the Accreditation Program had 160 paid staff and 1823 volunteers.

Accreditation Planning

Following observations by SOCOG representatives of accreditation operations at both the 1996 Atlanta Olympic Games and the 1998 Nagano Olympic Winter Games, the Accreditation Program created a Project Baseline document indicating key requirements and anticipated problems for the Sydney Games accreditation process.

Accreditation is implemented in accordance with well-defined principles and procedures set down by the IOC, requiring the program manager to be thoroughly familiar with the accreditation processes used at previous Games. While it was a well-established function, the process of accreditation continued to develop in light of technological change and the individual requirements of the Sydney 2000 Games. Under SOCOG policy, only proved technologies could be used.

During 1997 the Accreditation Program achieved the following important milestones:

- essential policies and processes were defined and adopted
- Olympic Family accreditation processes were finalised
- immigration policy requirements were finalised, and
- systems requirements were finalised and development begun.

With international accreditation policy and procedures in place, the focus shifted to solving domestic accreditation issues, especially relating to the Games workforce and venues. A detailed venue-by-venue planning process was adopted and the Accreditation Pass Operating System, which permitted access to Games venues, was finalised, using a system adapted from that used in Barcelona, Atlanta and Nagano. The system was based on venue definitions and standard areas or zones to operate for the Games, and codes or indicators to appear on the accreditation passes to indicate access rights.

Key planning milestones achieved between January 1998 and September 1999 included first draft venue zoning, circulation and access control diagrams, draft workforce job titles and access

entitlements, commencement of systems user acceptance testing and selection of sites for accreditation centres.

The detailed venue planning process entailed 'client walk throughs' (client group by client group and venue by venue) and dot-planning to confirm each staff member's location and access requirements on a venue by venue basis. This formed the basis for zoning and circulation plans, as well as access entitlement requirements per workforce role.

The year leading up to the Games involved transition from planning to testing operations through test events and other operational commitments. A manager was appointed in January 1999 to look after the high volume of test events throughout that year, in particular the cluster of test events in September 1999. Test events and the Chefs de Mission Seminar involved Games-style accreditation operations. The seminar, along with the World Broadcasters' Conference and the 1999 Sponsors' Workshop, allowed fine-tuning of detailed accreditation policy and process in consultation with key clients. This transition from planning to operations represented a major challenge, as it coincided with the commencement of a significant number of staff with the Accreditation Program.

Essential planning milestones in the year leading up to the Games included:

- Accreditation facility designs finalised
- Accreditation facility operating plans finalised
- Accreditation instruction manual produced
- Accreditation computer system finalised
- Games workforce numbers finalised
- Accreditation forms designed and distributed
- multi-venue access for workforce finalised
- Accreditation pass designed and ordered, and
- preparation for growth of Accreditation Program workforce and training.



3

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2

ROGER SCOTT/SOCOG

1. The Homebush Arrivals and Accreditation Centre, operational for three months, issued accreditation passes for athletes, officials and media
2. Accreditation offices at venues issued day passes for guests and staff and were paramount in problem resolution where access rights to the venue were concerned
3. Accreditation passes had to be displayed at all times. With codes and colours indicating access rights, the passes were an important security measure



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4. Close to 2000 volunteers worked in SOCOG's Accreditation Program.

For training purposes, a video was created to illustrate the work at the accreditation centres

5. The Uniform Distribution and Accreditation Centre, a 8500 sq m venue, issued more than 150 000 staff, volunteers and contractors with their accreditation passes and uniforms



The Accreditation Program's 'Games operations' phase actually began with the distribution of Application for Accreditation forms nine months before the Games.

Client Services Sub-Program

Services for the Olympic Family including athletes, the IOC, IFs, NOCs, media and guests were developed by the Client Services Sub-Program.

Its Concepts of Operations was completed in 1998 and high-level accreditation planning for the Olympic Family was encapsulated in the *Accreditation and Entries at the Olympic Games - Users' Guide*, published by the IOC in November 1998. This guide incorporated adjustments to Olympic Family accreditation policy since the Atlanta Games and described the combined Olympic Identity and Accreditation Card, which was piloted successfully by Nagano Organising Committee (NAOC) and adopted by SOCOG. The guide was developed through several accreditation workshops hosted by the IOC in 1998.

Host City Contract and Bid commitments obliged SOCOG and the Australian government to allow entry, for the period of the Games, to eligible members of the Olympic Family. Practical implementation of this commitment needed to balance the Olympic Family's expectations with Australia's need to maintain border security. SOCOG and the Federal Government's Department of Immigration and Multicultural Affairs (DIMA) worked together to devise a process and methodology to best create this balance.

The combined Olympic Identity and Accreditation Card process pioneered by NAOC offered significant advantages in terms of processing speed and reduction of queuing time. At the Olympic Summer Games, this 'combined card' was useful for only about 60 per cent of the accreditable

population. It was important, therefore, that the traditional accreditation process be retained and used as appropriate. This dual approach was adopted by SOCOG.

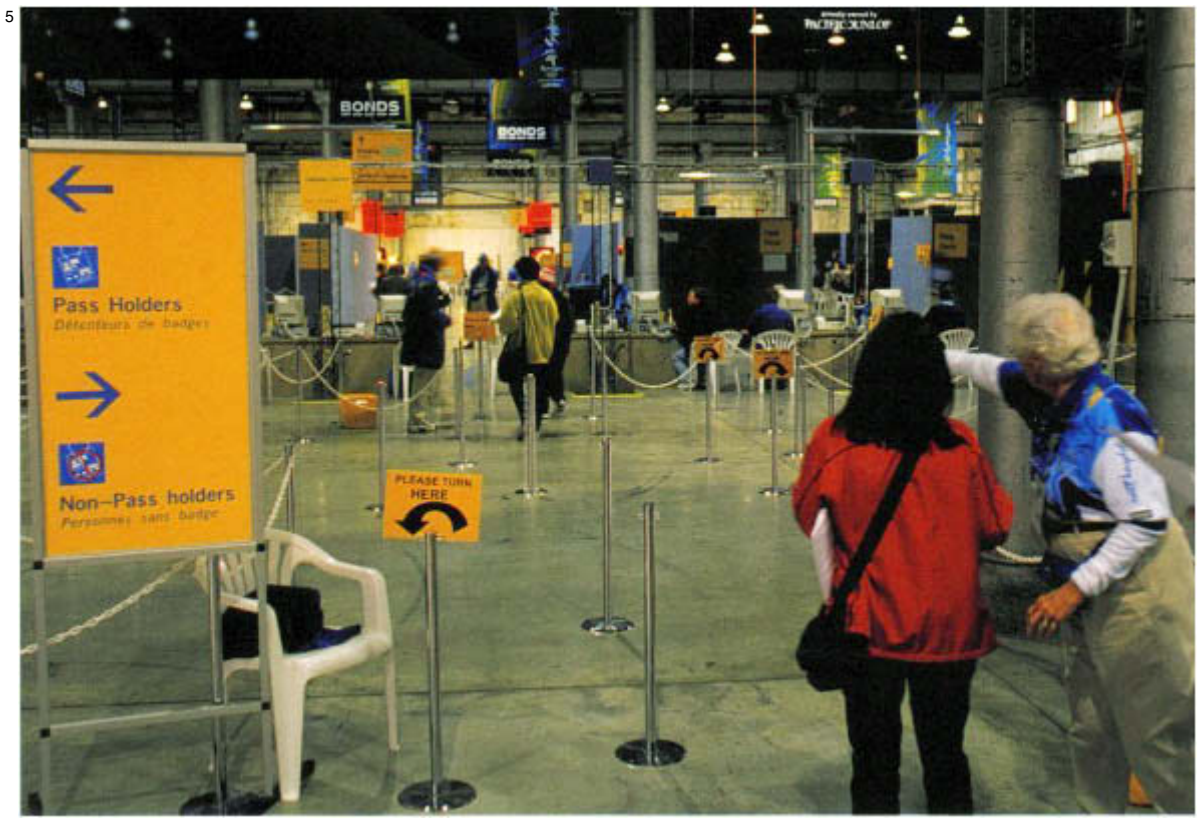
SOCOG's combined Olympic Identity and Accreditation Card process further reduced transaction times and took advantage of existing Australian immigration systems. Essentially, the process consolidated into a single card the two documents used at previous Games: the Olympic Identity Card, prepared before the Games by applicant organisations according to the Organising Committee for the Olympic Games (OCOG) and the Host Country's specification; and the Accreditation Pass, prepared by the OCOG upon an eligible accretee's presentation at an accreditation centre. In conjunction with a passport, SOCOG's card served as an authority to enter Australia and then, after validation by SOCOG upon arrival, doubled as an accreditation pass for the Games.

Most importantly, an electronic interface was created between SOCOG's accreditation computer system and DIMA's systems. This allowed SOCOG to use the electronic travel authority technology used by DIMA. This offered two advantages: one, having already been issued with an electronic Olympic Travel Authority (OTA) visible in DIMA's systems, the Olympic Family member did not need the Olympic Identity and Accreditation Card to board an aircraft to Australia; and two, as Olympic Family members could travel without the actual card, SOCOG could establish a deadline for applications for accreditation. This avoided the administrative burden experienced by NAOC in relation to processing, producing, issuing and delivering combined Olympic Identity and Accreditation Cards for late applicants.

The process, like any which provides some checks and balances, also had some disadvantages. The creation of an OTA relied very heavily on the accuracy of the data provided by the applicant organisation. It was associated with the passport number of the applicant, and that passport needed to be valid for a certain period post-Games. If a member of the Olympic Family's passport details were not provided, or changed, an OTA could not be issued, or might not have been found in the immigration systems. Correct formatting of the passport information became vitally important, and this put great pressure on the quality assurance and codification process for incoming forms.

Thorough checks were performed on all applicants, and the SOCOG Accreditation computer system did not allow the production of an Olympic Identity and Accreditation Card until DIMA had provided an affirmative electronic response. This had significant implications for pass production and distribution schedules. A cancellation of a record in the Accreditation computer system generated a cancellation of the associated OTA, which caused problems in cases where a member of the Olympic Family was subsequently reinstated.

There were other problems symptomatic of a temporary visa system of any kind. Despite a great deal of work in the months leading up to the Games, by both DIMA and SOCOG, it was not possible to convince all border authorities in all countries that the OTA, supported by the Olympic Identity and Accreditation Card was a valid authority to travel. This



situation was eased by DIMA's strategy of locating experienced Australian Immigration Officers in key cities around the world in the lead up to the Games.

Analysis of previous Games accreditation revealed that the process of capturing images occupied half or more of the transaction time for badging. An early strategic decision was made to minimise the number of images required. SOCOG requested that photographs be provided with applications for accreditation. These photographs were scanned in Sydney, and an Olympic Identity and Accreditation Card, was produced with the photograph. SOCOG also worked with consultants and Partners to improve the standard and consistency of pass images in order to reduce administration by applicant organisations and to improve security.

Venue Operations Sub-Program

The streamlining of accreditation operations at Games venues involved improving the accuracy of Access Controllers who interpreted the Accreditation Pass. Research indicated the pass designs and operating systems used by Atlanta Committee for the Olympic Games (ACOG) and NAOC generated accurate interpretation of access entitlements in less than 75 per cent of cases. By simplifying within-venue zoning and increasing the profile of the symbols indicating access e.g. using large colour blocks instead of small numbers to indicate access to the three most important within-venue zones, accuracy of interpretation improved by more than 20 per cent. The IOC Executive Board approved these proposals in December 1998 and the Pass Operating System and pass designs were tested during test events in 1998 and 1999. The first zoning plans for all venues were completed by the end of 1998.

Accreditation Centres

A process engineering company was contracted to build a model to simulate the arrivals and accreditation process to assist in the design of the Accreditation Centres. This model allowed accurate estimation of requirements for processing stations to keep the queues at manageable lengths and determine space requirements needed in the search for appropriate sites.

In the second half of 1998, plans were checked against operational and budgetary realities. The establishment of Accreditation Centres and the allocation of groups to be serviced in each one were dependent upon available and affordable sites. As sites progressively became available, the assignment of groups to the respective Accreditation Centres was continually re-evaluated. In the international and domestic terminals of Sydney Airport, validation-only facilities were agreed with relevant airport authorities in late 1998.

Uniform Distribution and Accreditation Centre

Accreditation and uniforms for the Games workforce were provided at the same time and location, the Uniform Distribution and Accreditation Centre (UDAC) at Redfern, close to the Sydney CBD. The ACOG model was used as a basis to develop requirements for space, furniture, fixtures, equipment, technology and staffing, following positive results



6

ROGER SCOTT/SOCOG

and feedback on that facility. The basis for planning was distributing from a single site allowing centralised resources and stock management.

The UDAC was located at the Exhibition Hall, Australian Technology Park, Redfern. The 8500 sq m site was leased from 1 June 2000 to 25 October 2000 to distribute Olympic uniforms and accreditation to the Games workforce and Technical Officials.

The UDAC was adjacent to Redfern Railway Station, providing an excellent link to the public transport system; it was only 15 minutes drive from Sydney airport and had parking for 400 cars/buses. Access for heavy vehicles was available to the loading dock door and to other side door entrances.

Bump-in to the UDAC commenced on 1 June 2000, with the doors opening for distribution on 18 July. Initially the venue was open six days a week, extending to seven days closer to the Games.

The mail-out of invitations to collect uniforms, which commenced in late June and went through to October, was based on venue lock-down dates. The process maintained an even flow of accreditees, making rostering staff easier and reducing the pressure on key dates.

Approximately 18 000 Non-Valid Accreditation Passes (NVPs) were mailed out with the invitation. After 30 July no NVPs were pre-printed and the invitation letter was mailed on its own. Members of the workforce arriving without an NVP were processed through Accreditation and real-time badged.

Entering the UDAC was the first Sydney Games experience for many Technical Officials and members of the workforce. As the first venue to open it was important that everything ran smoothly, setting the scene for 'the best Games ever'. Overall the UDAC operated extremely effectively, with overwhelming positive feedback on how well the processes worked and the friendly, efficient staff. In total, there were 58 paid staff, 693 volunteers and 28 contractor staff at the centre.



7

ROGER SCOTT/SOCOG

6. A significant innovation in Sydney was an accreditation facility at Sydney International Airport, where athletes and officials were processed on arrival
7. Access Controllers checked the entitlements of all pass-holders in and around venues



Order your
Olympic Games
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Order closes 10 July 1999
Daily Telegraph
OFFICIAL OLYMPIC GAMES
TICKET BOOK



TICKETING

The primary objectives of the Ticketing Program for the Sydney 2000 Olympic Games were to establish policies, procedures and methods which:

- provided an efficient system of distribution for Olympic Games sports and cultural tickets
- ensured fair and equitable access to tickets
- optimised revenue and spectator attendance, and
- fulfilled the host city's contractual obligations in respect of ticketing.

The program consisted of two main areas of responsibility: operations and marketing. Staff members with specific skills in box office management and with sales and event experience were appointed, including multilingual staff and staff from the Atlanta Organising Committee.

The program was created within SOCOG's Games Services Division in October 1996 and moved to the Commercial Division in August/September 1998. The move coincided with the establishment of a Ticket Marketing group, which allowed the Ticket Operations group to focus on operational aspects.

Ticket Operations Group

The Ticket Operations group was responsible for developing and managing the Ticketing Business Plan, revenue forecasting and planning, as well as space allocation and seat assignments for Olympic sports competitions and cultural events. A Senior Ticket Manager was appointed in October 1996 and an Operations Manager in January 1997. In February 1997 the planning and forecasting for priority customer groups and for ticket pricing began.

In February 1997, the SOCOG Board agreed to the formation of a Ticketing Sub-Committee. Between February 1997 and November 1998 staff numbers increased from four to 18, including two contractors. This increase was due to the development of the program and the IOC's approval of SOCOG's Games ticketing policy in August 1998.

In October and November 1999 problems with the first offer of tickets to the Australian public engulfed the ticketing program and threatened to engulf the whole Sydney Games. In late November 1999, as a response to a highly critical report from a Select Committee of the Legislative Council of NSW, Michael Evers was appointed Deputy CEO by the SOCOG Board and Alan Marsh was appointed General Manager Ticketing, reporting to Mr Evers. This altered the structure of Ticketing, to include a senior manager between Ticketing and chief executive level. Paul Reading resigned shortly after Michael Evers' appointment. Further details of the events of October and November are given in a later section.

By Games-time there were approximately 60 people employed and 340 contractors working in Ticket Operations, six people employed in Ticket Marketing, and two employees and one contractor, Manager of Ticket Delivery/Distribution, assisting the General Manager.

Ticketing System

The Olympic ticketing system infrastructure involved a central computer system, order scanning capacity, a call centre, order fulfilment capacity and financial control and audit procedures. Ticketing system requirements were determined following a decision to adopt the same approach to ticketing as the 1996 Atlanta Games, which was not a wise decision, as it turned out. In April 1998, SOCOG decided to operate its own separate ticketing system, not to outsource box office and telephone sales. The decision was to use a range of service providers, both sponsors and contractors, in delivering the required system.

A contracted service provider with a sophisticated knowledge of ticketing, including direct experience with telephone call centres, box office operations, outlet networking and an existing presence in the ticketing market was sought. For this kind of turnkey operation, it was also important that the provider have the appropriate staff and resources to support customised programming and to provide this range of services through several phases of the project.

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1. Mark Taylor, Australian cricket legend, promoted tickets for the Sydney Games
2. Demand for tickets at Games-time was evident both in the queues at ticket booths and fans looking for tickets in the city and Olympic Park



SCOTT BARBOUR/ALLSPORT

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A partnership between Ticketek, Australia's largest ticketing agent, and Protix, a USA-based ticketing agent with previous Olympic experience, was selected in April 1998. Ticketek provided the box office staffing at the venues and Protix provided customised programming, management of hardware and software, and integration of numerous functions within its Prologue ticketing program. Protix was later acquired by Tickets.com, a USA corporation listed on NASDAQ.

Hardware for the system was supplied by TMOP IBM. The ticketing system ran on a separate hardware platform from other SOCOG operational applications. While this had security and continuity advantages, SOCOG's ticketing system did not link to the finance system and its links to the Official Site were inadequate.

In July 1998, Tickets.com started customising its computerised ticketing program software, Prologue, integrating features for the Games such as electronic ordering of tickets for priority groups and random selection of orders in oversubscribed sessions.

Ticketing Gross Revenues

The original ticketing gross revenue estimate in the Games Bid documents was A\$247 million. The figure included in the original Games Budget, developed in 1993, was A\$228 million adjusted for inflation as at 1996, representing 14 per cent of total income of A\$1993 million. In the Project Budget presented to the Finance Committee and the SOCOG Board in February 1997, the gross revenue target from ticket sales had risen to A\$497 million. By June 1998 the re-forecast gross ticket revenue target had been set at A\$601 million, which represented nearly a quarter of SOCOG's budgeted income. Much of the last increase was forecast to come from the sale of special packages, including packages of tickets to be sold at a premium over face value. More seating was offered and more sessions; higher unit pricing also increased projected revenues.

After the problems of 1999, a complete analysis of remaining ticket inventory was undertaken in early 2000. This involved a review of venue capacities, 'Rule 66' requirements, and sell-through assumptions on remaining inventory. Using existing event categorisations (Preliminary, Intermediate, Final for sessions and High/Low demand sports), a sell-through assumption matrix was generated with input from Ticketing management. Application of these assumptions and revision of the premium revenue component of the budget resulted in a reduction in the ticketing revenue estimate in February 2000.

Ticketing Expenditure

Ticket Marketing

The Ticket Marketing group was responsible for the promotion, marketing and sales of tickets to the domestic Australian market. Its major functions included developing all ticketing communications and paid advertising, public relations, marketing events, internet and call centre ticketing information, and the development and distribution of direct marketing materials and brochures including the public offer Ticket Books. Consequently, the major expenditure items for the program related to production costs for



promotions, television and radio advertisements, print publications and media costs.

Ticket Operations

Ticket Operations administered a number of key contracts. These included contracts with Ticketek/Tickets.com (ticketing software), Hermes Precisa (printing, scanning of order forms, funds deposit, confirmation letters), Weldon Williams and Lick (ticket printing and fulfilment), TNT (domestic ticket distribution), Connect Interactive (call centre) and Westpac (VISA end processing).

Significant System Failure

Ticketing was SOCOG's major financial linkage with the general public. Significant public discontent arose concerning the number of tickets being made available to the general public and with the way in which information was communicated to the public. These broad issues are dealt with in the paper Ticketing Overview written in March 2001 and included in Transfer of Knowledge materials.

Pricing and Policy

The first draft of a ticket policy was developed for the Games Bid documents in 1991. A detailed 2000 Games Ticket Strategy and Pricing Policy was finalised and approved by the SOCOG Board in May 1998. It included detailed policies for ticket distribution and pricing. The final pricing and policy took into account two conflicting goals: setting the price as low as possible to allow for the largest cross-section of spectator attendance and maximising revenue. Factors taken into account in determining ticket pricing included:

- popularity of the sport in Australia
- pricing at prior Olympic Games
- venue capacities
- session times
- other sessions taking place at the same time
- importance of the session (medal or non-medal)
- ticket prices for major domestic sporting events, and
- estimates of the competitive abilities of participating Australian teams.

The Board also endorsed in May 1998 the policy *Sydney 2000 — An Experience for all Australians* which proposed ticketing and session arrangements to provide 1.7 million tickets for disadvantaged Australians and schoolchildren.

In February 1998, SOCOG launched the Olympic Club. Club members were entitled to purchase Olympic products and also had the opportunity to win tickets to Olympic events through a weekly draw. The Club did not achieve forecast membership numbers. By the end of December 1998, liabilities exceeded assets and in July 1999 the Club obligations to members were assumed by SOCOG. Nonetheless the planned total of 72 000 tickets was allocated to Club members.

In June 1998, SOCOG presented its ticketing policy, including its schedule of proposed ticket prices, to the IOC Executive Board for approval.

The IOC notified SOCOG in August 1998 that its pricing policy was accepted. Later that month, SOCOG announced ticket prices and the distribution method for domestic sales – the proposal for a Ticket Book distributed throughout Australia. This announcement included concurrent briefings to media, sponsors and the AOC. The number of tickets for the Australian public was announced as more than five million.

The price of a Sydney 2000 Olympic Games ticket covered all fees and charges including handling, fulfilment and postage. Transportation on the Sydney metropolitan urban transit system, extending up to 200 km from the city, was provided free for each ticket holder. SOCOG paid ORTA A\$47.5 million to provide free transport; this cost was accounted as a ticketing expense.

Ticket Sales to Priority Groups

The Olympic Charter and the Host City Contract – Rule 66

Under the Olympic Charter, OCOGs have to provide tickets free of charge to the Olympic Family and the media. OCOGs also sell tickets pursuant to the Host City Contract and other contractual arrangements to the IOC, NOCs including in SOCOG's case the AOC, IFs, sponsors, broadcasters and hotels.

Rule 66 of the *Olympic Charter* and the, *IOC Entries for Sports Competitions and Accreditation Guide 1995*, which forms Appendix B to the Host City Contract for the Sydney 2000 Games, both contain detailed rules concerning accreditation and the provision of reserved seating free of charge to accredited persons.

Rule 66 also specifies the 'free' seats which must be reserved at Olympic events. The interpretation and application of the rules, in order to ascertain how many seats must be reserved for those with accreditation, involves discretionary elements. Rule 66 also takes no account of the capacity of the venues. The same number of tickets potentially has to be reserved at each venue and for each session of each sport. In practice,

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3 to 5. *Opposite page:*
A major ticket marketing campaign featured athletes training for the Games and showed Australians in rural areas with the tag line "there is a place for everyone at our Olympic Games"
6. *The Ticketing Program Manager poses with the four computers that were to store all ticketing applications received*



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DALLAS KILPONENTHE SUN HERALD



7. After the initial ticket allocation to the Australian public led to massive criticism, Minister Knight apologises to the public at a press conference in October 1999

8. Before the uproar: in March 1999, Sandy Hollway, SOCOG's CEO, announces that Mark Taylor had been recruited to be the face to lead the sale of millions of Olympic tickets

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PETER BARNES/NEWSPIX

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PIP BLACKWOOD/NEWSPIX

judgment is required to work out which sessions are likely to have a high attendance by accredited persons and those which are not. Ticket Operations used as a guide information about the numbers of accredited seats reserved at the Atlanta Games.

Priority Groups

SOCOG had to satisfy obligations to priority groups before tickets could be made available to the Australian public. SOCOG set ticket allocations for priority groups in mid-1998, based on prior Olympic allocations and specific contractual obligations, as a preliminary to the announcement in August 1998 of the number of tickets to become available for purchase by the public.

In September 1998, ticket binders providing a complete list of ticket prices were distributed to all priority groups. At first Ticket Operations was responsible for the management of quotas and order entry, liaison with the Olympic Family and other groups, as well as negotiations with NOCs and their designated agents to finalise their respective ticket orders. In November 1998, Ticket Marketing took over management of priority quotas and order entry for these groups.

Until assignment of specific seats became possible in April 2000, the sales process for both priority groups and the Australian public involved initially the allocation only of an entitlement to a seat in a particular group. Venue plans were finalised in early 2000: getting the construction groups to sign off on configurations was a difficult task which needed close supervision by SOCOG senior management. This allowed Ticket Operations to finalise building the 34 venues and 640 sessions onto the ticketing system.

Priorities between groups were set by the SOCOG Board in March 2000 before actual seat allocation began. The first allocations were for Rule 66 seating, the sales to priority groups, and then the sales to the public through the Ticket Book offers of 1999. This had to be completed as a precursor to any sales in 2000.

Athletes

An Organising Committee is required to allocate a reasonable number of admission tickets free of charge to accredited athletes, coaches and team officials who wish to watch competition in sports other than their own. These tickets were allocated from general contingency and therefore did not need to be set as a quota prior to public sales.

IOC Guests and Royalty Payment in Tickets

Clause 5 of Appendix K to the Host City Contract required SOCOG to provide to the IOC, at face value less any discounts or commissions which might be applicable in the circumstances, the tickets required by the IOC for its guests. No specific limitation is placed on the number of tickets the IOC may purchase under this clause, and therefore the 1998 estimate was based both on the Atlanta experience and on the notified expectations of the IOC. The IOC may also elect to receive in tickets part or all of its five per cent royalty from Games marketing, and is entitled to select 'such cross section of events as it reasonably requires'. The IOC is given first choice of events and seats prior to any sale to the general public or any other third party.

Contracts with NOCs

Agreements were entered into with each NOC including the AOC governing the purchase of tickets. NOCs are entitled to purchase tickets by way of exercise of an exclusive right to sell to the residents of their countries. Some NOCs use a sales agent to on-sell the tickets. In those situations, the sales agent is a party to the agreement as well.

Each NOC was permitted to order any number or mix of tickets it liked, provided it complied with a set ratio of high demand and lower demand tickets. SOCOG assessed orders to see whether an NOC's order had increased from its order for Atlanta. Over 550 000 tickets were sold to NOCs.

International Sporting Federations

SOCOG entered into Cooperative Agreements with most of the 28 IFs. These agreements were all very similar. They required SOCOG to make reasonable endeavours to make a limited number of tickets available to a Federation for its sport or discipline. These tickets were in addition to those provided under Rule 66 and were used by the IFs for guests and officials not entitled to accreditation and a reserved seat. Some agreements stipulated a minimum number of tickets to be provided. Over 60 000 tickets were sold to IFs.

Sponsors

SOCOG entered into a hospitality package contract with each of its Team Millennium Sponsors, other sponsors, supporters and providers. Most of these contracts followed the same general approach. A sponsor was entitled to a specified number of tickets to the Opening and Closing Ceremonies and per day, linked to the number of hotel rooms made available to the sponsor by SOCOG. Sponsors purchased their tickets at face value.



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COURTESY STADIUM AUSTRALIA

Broadcasters

Members of the media with accreditation under the Olympic Charter are entitled to reserved seating free of charge. In addition, SOCOG entered into agreements with five commercial broadcasters under which those broadcasters purchased tickets.

Hotels and Other Suppliers

SOCOG had obligations to provide hotel accommodation to sponsors, the IOC and other members of the Olympic Family and VIPs. In order to secure rooms at hotels at a capped price to satisfy these obligations, SOCOG entered into agreements with about 3000 hotels which permitted them to purchase tickets.

In addition, a small number of entities were provided with tickets or the right to purchase tickets as part of the consideration paid by SOCOG for goods or services.

Packages – Good and Bad

Stadium Australia Ticket Packages

In 1996 the corporate owner of Stadium Australia issued a prospectus offering 34 400 Gold Memberships at A\$10 000 each and 600 Platinum Memberships at A\$30 000. Packages offered tickets to all Olympic events at the Stadium and a 31-year entitlement to tickets for other events at Stadium Australia, on differing terms for Gold and Platinum members. Other packages with separate offers for the Opening and Closing Ceremonies were also marketed.

The float closed in March 1997 with 23 618 Gold Packages still unsold. The underwriters subsequently proceeded to market a de-stapled product without ongoing Stadium membership called 'Stadium Gold', again with limited success. In June 1998, SOCOG purchased back 10 895 packages comprising 196 101 Olympic Stadium tickets from the underwriters of Stadium Australia. The Board gave the General Manager of the Commercial Division, sole authority to on-sell the Stadium Packages either in their existing

format or in a repackaged form in both the domestic and international markets.

Sales were to be within guidelines specified by the Board and without the need for further approval except where the proposed sale price would be below SOCOG's re-purchase price. In that case approval would be required from either the CEO Sandy Hollway or President Michael Knight, or from a Sub-Committee of the Board.

Sports Passes

A Sports Pass, comprising either A category or B category tickets, entitled the purchaser to attend all sessions of a particular sport, including the finals. Except for lower demand sports, the pass was sold at a premium as the purchaser was guaranteed access to a seat to every session. Sports Passes were available for all major sports except artistic gymnastics and swimming.

During the period from February to May 1999 SOCOG marketed Sports Passes directly to Australian sports clubs for on-selling through official national and state federation newsletters. During this phase 46 468 tickets were sold, of which 21 986 were sold at a premium.

Premium Packages

The term 'Premium Package' describes a package of A category tickets to sessions across a range of Stadium and non-Stadium events. Some Premium Packages were offered for sale in set combinations of tickets formulated by SOCOG but the term also applies to purchases by members of the public buying outside the normal processes for public purchase.

SOCOG's policy paper on ticketing considered by the IOC Executive Board in June 1998 included a revenue line for premium ticket sales. However, apart from Stadium Australia packages and Sports passes, no specific decisions were made at that time on what tickets to sell at a premium, or on pricing. In March 1999 a proposal was put to the Ticketing



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ROGER SCOTT/SOCOG

9. Stadium Australia offered membership packages including tickets to events and access to a hospitality suite overlooking the field of play

10. Accredited media were entitled to free seats, which impacted on the number of seats available for sale



Sub-Committee to offer Stadium package holders additional packages to 'top and tail' their existing tickets. The Ticketing Sub-Committee endorsed this concept. The details of the number and mix or quality of tickets to be offered were not discussed.

In late April 1999 SOCOG sent letters to all Stadium Australia members and Stadium Package holders offering a set of packages containing tickets to high demand, non-Stadium events. A total of 18 534 tickets were sold.

Around May 1999, SOCOG began selling to domestic and international corporations and individuals 'tailored' Premium Packages containing tickets to Stadium and non-Stadium events, at prices negotiated for each sale. Sales were on a referral basis, without advertising of prices or of the fact that tickets were being sold in this way. Prospective purchasers were referred to the General Manager of the Commercial Division. A member of staff told the Independent Review of SOCOG's Ticketing Processes, conducted in November 1999, that the only guidelines given were that tickets should not go to sponsor competitors and that the highest possible premium should be sought.

The Independent Review of SOCOG's Ticketing Processes was told that SOCOG aimed to achieved an average markup of at least 2.8 times face value. This was the average multiple required in order to achieve the revenue budget of A\$35 million for the Premium Package program.

The sale of Premium Packages continued until October 1999, when public reaction to the sale of 'tickets for the rich' forced the abandonment of privately negotiated sales. The budgeted revenue from the Premium Ticket Program was A\$35 million with A\$21 million of this being premium revenue over face

value. Premium revenue derived from the Premium Ticket Program was actually about A\$5 million, a gain certainly not worth the pain.

Sailing Packages

Tickets to sailing events also included food on board the spectator vessels.

Ticket Sales to the Australian Public

Originally a three-phase process for sales to the Australian public was envisaged: a mail order phase in mid-1999, followed by a telephone and internet phase in early 2000 and finally over-the-counter sales from mid-2000. The scheme foundered on poor quota management and inadequate order processing and customer relations systems in the first phase. Ticket sales to the Australian public was the major system failure in the preparations and presentation of the Sydney 2000 Olympic Games.

On 30 May 1999 SOCOG issued its *Official Olympic Games Ticket Book* inviting the Australian public to apply for tickets to sessions of the 2000 Olympic Games. The preparation of the *Ticket Book* began in late 1998 and was co-ordinated or overseen by Ticket Marketing reporting to the Group General Manager Commercial. External advice on the *Ticket Book* was provided by the advertising agency George Patterson Bates. Market research conducted by Woolcott Research was also utilised by SOCOG.

SOCOG's focus in the *Ticket Book* was maximising its prospects of selling the large total number of tickets available to the Australian public as announced in August 1998. There was



ADAM PRETTYVALLSPORT

11. In 1999, roadshows were held in shopping centres to help ticket buyers with their applications. Volunteers were on hand to help fill in the ticket application forms

12. Athletes joined the ticketing roadshow at a Westfield Shopping Centre in July 1999, where they autographed ticketing books for fans



ADAM PRETTYVALLSPORT

concern that SOCOG would not reach revenue targets: more tickets would be offered to the Australian public than were offered to the much larger American population for the Atlanta Games.

Market research showed a perception that the Australian public would not be able to buy tickets, as they would all be sold to sponsors and other groups. SOCOG was aware that in Atlanta some sessions of some sports were not offered to the public at all, as there were insufficient tickets available after contractual and other commitments had been satisfied. The *Ticket Book* therefore offered tickets to all sessions of all sports – but many less than five million, the result of poor quota management. In consequence there would be a furore and a large stock of unsold tickets at the end of 1999.

Over nine million copies of the *Ticket Book* were distributed nationally on 30 May 1999 through News Limited newspapers. The distribution was successful but no advertising was placed with any other newspaper groups. This was a consequence of an earlier marketing decision to have media groups as sponsors; News Limited was the media group with ticketing exclusivity. News Limited also placed restrictions on the sales of tickets over the internet: taking ticket orders over the internet could not commence until the last three weeks of the ballot period.

Applications closed on 16 July 1999, giving people 45 days to complete and return order forms. Over half of the orders were received in the last 10 days of the offer.

Limits were placed on orders, a maximum of four tickets to the Opening and Closing Ceremonies and for D category seats, and a maximum of six tickets for other sessions. Other aspects of the design of the system are analysed in the Ticketing Overview:

- payment in full was required with application, which led to criticism of SOCOG's having use of the float from unsuccessful orders, and
- ticket requests were 'cascaded' down ticket categories.

Customers were also asked to choose two alternatives to their preferred choice. This combined with cascading added complexity. But the main problem would turn out to be the size of the quotas (they were much smaller than necessary) and the way the availability of tickets, through the *Ticket Book* and in the future, was presented.

Over A\$340 million was received from approximately 314 000 orders. Where applications exceeded quota, there was a ballot. The ballot commenced on the evening of 31 August 1999 and ran until the following morning. A number of errors were later discovered in the conduct of the ballot; tickets, or more accurately, entitlements or places in the allocation queue, were included or omitted when they should not have been.

All applicants received a confirmation letter in October 1999, specifying the tickets they had been allocated together with a *Second Ticket Book* offering the remaining tickets (Round 2). The special release *Ticket Book* indicated available sessions and those which had sold out. Rounds 1 and 2 sold about 2.2 million tickets generating A\$187 million in gross revenue so



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MILAN SCEPANOVIC/NEWSPIX

that over A\$150 million of the money received in July from Round 1 was eventually returned.

Considerable public controversy followed SOCOG's notifications to successful and unsuccessful ticket applicants. The first change, announced on 18 October 1999, was to reintroduce a ballot instead of a first-come-first-served system for Round 2, because of differences in mail delivery dates for the *Second Ticket Book*. But far greater controversy arose as it was realised how few tickets had been offered for some events. Speculation grew that the best tickets had been held back for sale to 'the rich' at premium prices.

In response to a Freedom of Information request on 25 October, SOCOG issued a detailed media kit showing for each session the number of tickets available for allocation to the public and the number of tickets in fact allocated to the public. SOCOG had received first choice applications for 2 586 606 tickets and allocated 1 507 925 of the 3 080 535 tickets available in the public offer – not the five million advertised in the *Ticket Book*. This disclosure and the revelation that very few tickets had been available for some high-demand sessions generated the Ticketing Debacle'.

On 26 October the Legislative Council, the Upper House in the NSW Parliament, decided that a Select Committee of the Council would review the ticketing process. On 1 November, following negotiation between the Minister for the Olympics and the Chairman of the Committee, an independent Review team was appointed by the Minister. The Review team's report, presented to SOCOG's Board on 22 November, formed the basis of the Legislative Council report, which was presented on 2 December. Reference should be made to it for specific findings on the defects in SOCOG's processes.

The immediate results of the breakdown in SOCOG's ticket sales program were:

- an administrative shake-up adopted by the Board on 22 November 1999 and the replacement of a number of personnel
- no further ticket sales to the public until May 2000, and



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NEWSPIX

13. Just before the ticket applications closed, a tent was set up in Sydney's Martin Place where volunteers helped fill out last-minute applications

14. The Simpson family are happy to have become the first Olympic Club subscribers to win tickets to the Games



- a massive job to complete order processing and collect slightly better management information using work-arounds and separate customer service groups.

Seat Allocation

Ticket sales for an Olympic Games begin before venues have been finished, or in some cases even built. The Organising Committee has to estimate each venue's seating capacity and configuration. Provision has to be made for 'seat kills', where seats have poor sight lines or will be 'killed' by media commentary positions and press tables. Each commentary position 'kills' approximately eight seats and each press table 'kills' three seats. This may vary for each sport or ceremony, and of course the schedule for each sport must also be settled before sales can begin.

By the end of March 2000, venue sign-off had been received for each Olympic venue. It was then possible to allocate customer orders to specific seats. In April 2000 allocation of existing orders to specific seats (seat assignment) was undertaken.

Accredited seating, including free seats provided to broadcasters, press, athletes and Olympic officials, was in specific areas within each venue. All remaining seats within each price category were then divided into zones, usually of roughly equivalent size. The zones were ranked by the venue operators in order of attractiveness. For instance, a zone closest to centre line action for a team sport might be ranked highest.

Ticket purchasers were then put into groups, following established Games precedent and contractual obligations in approving an order of allocation. For the Sydney 2000 Olympic Games, ticket purchasers were put into three groups:

- Olympians and their families, other AOC groups such as national sporting federations, principal international and Australian sponsors, premium ticket purchasers and the television broadcaster NBC.

- The Australian public, with other sponsors and broadcasters, and Olympic Club members.
- Purchasers through the 199 overseas National Olympic Committees.

All existing orders for the first group were allocated seats first, and so on. Within a grouping, different purchases or orders were allocated seats in random order. People who ordered tickets on the same order were always seated together.

Sales after April 2000 did not need this seat allocation process. Because the ticketing computer now held seating maps, the next best available seats could be immediately allocated to the next purchaser.

Ticket Design and Printing

A threshold decision in ticketing for the Sydney Olympic Games was not to use tickets designed to operate any venue access control device. Access control was by the ancient method of tearing the ticket.

Tickets were designed by SOCOG's Look of the Games department in conjunction with the preferred designers Ing Advertising and Design. Forgery was seen as a potential problem. Security features of the Games tickets included a three-part paper process and a hologram. Separate holograms were used for the Opening Ceremony, the Closing Ceremony, souvenir ticket stock and thermal ticket stock. It was also decided to release tickets late in the ordering process to give added security; as it turned out, tickets could not be printed until May/June 2000 anyway, because of the delay in seat assignment.

In April 1999 SOCOG advertised for expressions of interest in ticket printing and order fulfilment. Weldon Williams and Lick of Fort Smith Arkansas USA was selected; this firm had undertaken ticket printing and order fulfilment for the Atlanta Games.



BOB FINLAYSON/NEWSPIX

15. After all ticket applications had been received, a ballot decided ticket allocations. Nicole Blansjaar in Sydney is excited to hear she was lucky with one of her three choices



SOCOG

16. The designers pose with their work at the ticket launch

Ticket Delivery

The souvenir tickets for the Opening and Closing Ceremonies were large. One consequence was that ticket delivery through the post became problematic: ticket envelopes would be larger than normal and because ticket dispatch would be batched there was a risk, probably not very significant, of tickets being stolen. UPS was one of the Olympic Partners (TOP) sponsor of the Sydney 2000 Games and a significant part of its value-in-kind (VIK) contribution was for ticket delivery.

Throughout 1999 SOCOG and UPS were unable to agree on a delivery system which UPS felt it could perform to the high standards required. A compromise was for most metropolitan ticket buyers to collect their tickets from shopping centres operated by another sponsor, Westfield. In November 1999 the SOCOG Board decided that requiring people to collect tickets, often at some inconvenience, was not acceptable.

After further negotiations with UPS were unsuccessful, the Board of SOCOG on 16 March 2000 appointed TNT Australia Limited as the contractor responsible for the Ticket Home Delivery Program. The 'Your Ticket Sunday' ticket delivery project was carried out on five consecutive Sundays. Due to the late change from UPS to TNT, the Sundays in August and early September 2000 closest to the commencement of the Games, allowing a week for collection of undelivered tickets), had to be the ones chosen.

The 'Your Ticket Sunday' project was the largest home delivery exercise ever undertaken in Australia. It involved more than 400 000 deliveries throughout the length and breadth of the country including islands off the Australian coast. Only one delivery attempt was scheduled for each address, with a Customer Collection Centre process for tickets not delivered on that first attempt. Eighty-seven per cent of ticket wallets were successfully delivered on the designated Sundays. Eighty-five per cent of the 53 000 undelivered ticket wallets were collected within the planned time frames. The complicated logistic exercise carried out by TNT was a complete success.

Olympic Opportunity Program

In May 1998, the SOCOG Board endorsed a broad policy on ticketing and session arrangements for schoolchildren and disadvantaged Australians to attend the Sydney 2000 Olympic Games. The policy envisaged Olympic Experience tickets priced between A\$10 and A\$19 being made available to schools and welfare organisations. It was also envisaged that Olympic Experience tickets would be made available to individuals, priced over A\$20 but discounted.

In August 1998, the Board endorsed further details developed over several months in consultation with members of the Social Impact Advisory Committee (SIAC): 1.5 million Olympic Opportunity tickets priced between A\$10-A\$19 would be available for purchase by schools, welfare organisations and individuals; over 200 000 discounted tickets to high-demand events would be available with no booking fees applicable.

Consideration was given to a suggestion from SIAC that 20 per cent of D Category tickets should be balloted for social security



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NOEL KESSEL/NEWSPIX



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DAVID CROSLING/NEWSPIX

recipients. However, a review of the possible criteria led the SOCOG Board to conclude that this was too complex to undertake. D category tickets would be available to all Australians; there would be no cascading from higher categories into the D category.

In February 2000, SOCOG offered 730 000 Olympic Experience tickets to students through the 10 000 primary and secondary independent, church and government schools around Australia. New South Wales and Australian Capital Territory schools were offered all sports occurring in Sydney and football sessions in Canberra. Schools in Victoria, Queensland and South Australia were offered all football sessions in their own state and were invited to contact SOCOG if they wanted an offer pack for sessions in Sydney or other states. Schools in Tasmania, Western Australia and Northern Territory were sent a letter inviting them to contact SOCOG if they wanted any of the offers for Sydney sport or for football sessions in surrounding states.

In addition, New South Wales and in some cases, national sporting federations, for the sports offered as Olympic Opportunity Tickets were offered tickets for their junior members.

There was no limit on the number of sessions students could attend, but, in order to make the offer as fair as possible, a limit of 50 on the number of tickets schools could order for



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MEGAN LEWIS/NEWSPIX

17. Workers at the TNT courier service sort through the thousands of Games tickets to be delivered to homes around Australia

18. A family in Williamstown receives their long-awaited Olympic tickets. A total of 2.1 million tickets were hand-delivered to 400 000 homes across Australia

19. Scott Kinniment had to take a 20-hour round trip from his home in the Western Desert to collect his ticket to the 100 m athletics final

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most sessions was imposed. Schools were given a range of options to allow SOCOG to provide alternative tickets if a session was no longer available.

Revenue of A\$1.8 million from over 1500 orders was received through the Olympic Opportunity Offer, but the total number of tickets sold was less than 200 000. There were no further Olympic Opportunity offers, principally for the reasons that had worried the SOCOG Board about SIAC's original suggestion – administrative complexity and the difficulty of ensuring equity. It was felt that an organising committee should not be administering welfare programs, particularly as over 500 000 of the tickets available to the Australian public were priced at less than A\$20.

The small scale of the Olympic Opportunity program attracted criticism because of the early optimistic expectations.

Interstate Football

The Olympic football tournament offered over one million tickets for matches at interstate venues. This presented challenges to SOCOG in relation to the size of the inventory, the promotion and sale of tickets at venues outside Sydney, and the traditionally low demand for soccer tickets in Australia due to interest in other football codes.

MOU's with the respective governments entitled SOCOG to a capped and sometimes guaranteed revenue stream from the

interstate venues. Dining packages were offered, and the proceeds retained, by each state.

On Sunday 4 June 2000, immediately following the Draw Ceremony, Olympic football became the first sport to be sold 'live'. The Australian Capital Territory and the states also opened their box offices at this time. Call Centre sales were exclusive to football for the period 4–7 June.

In the week following the Draw more than 105 000 tickets were sold to Olympic Games football across Australia. The majority of these were to the popular games (all men's football): Australia v Italy in Melbourne, Italy v Nigeria in Adelaide and the Brazil matches in Brisbane. Eventually most satisfactory sales were achieved, including sales for matches at the very large Melbourne Cricket Ground.

Ticket Sales Recommence

The News Limited Promotion

When a ticket inventory was finally collated and published in March 2000, after dealing with the refund and allocation issues left at the end of the ticketing fiasco, SOCOG still had 2.3 million tickets to sell. Refinements to the inventory, in particular the release of unnecessarily high contingency holdings, increased the number of unsold tickets further. Not surprisingly the media was highly doubtful whether ticket sales would reach targets or budget.



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SPORT THE LIBRARY



21

MARC MCCORMACK/NEWSPIX

20. The football competition, held in five cities, allowed a broader audience for the Olympic competition
21. For the first round of ticket sales, 6.5 million Ticket Books were distributed exclusively via the Sunday Telegraph, owned by News Limited, one of SOCOG's Media Partners

At that time SOCOG had not completed its system to sell tickets online on the internet. These sales did not begin until late July 2000 and SOCOG was not planning to open box offices until June. The only functioning sales channel was the call centre – and, if SOCOG chose to take the risk, mail order.

On Sunday 7 May 2000, a sales promotion began through the newspapers of News Limited, which still had exclusive ticketing rights among the newspaper sponsors. Each day until early June newspapers carried ordering details for a different sport and on some days, more than one sport. Two different ordering processes were used.

High-demand sports could be ordered by phoning the call centre. A different number was allocated for each sport. Where demand exceeded supply, orders were balloted. All callers received a letter and successful callers had a week to get their payment to SOCOG. This was an extremely demanding exercise. The ballots were each for a single session of one sport only, but a ballot was needed almost every day and often because there was no cascading or second choice system ballots for more than one ticket category for the same session.

Because of concern at the call centre's capacity, lower demand sports could be ordered by filling out a ticket order form in the newspaper. Fortunately only one ballot was needed for sports offered through this channel, as the combination of mail order and ballot would have been very time-consuming with a high degree of error and customer irritation. As it became clear that the call centre could cope with the traffic, later in the promotion all sports were offered through the call centre only.

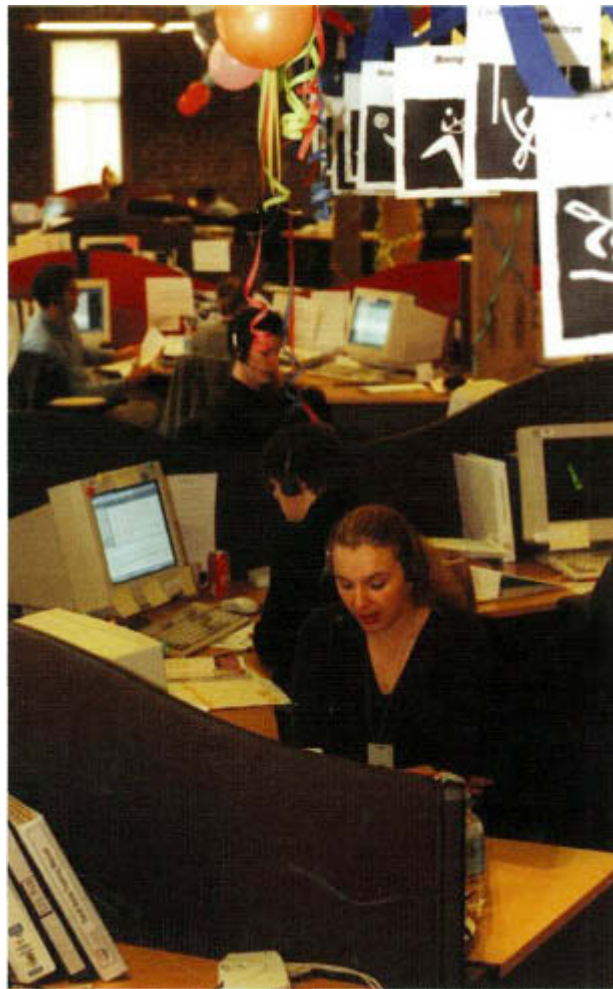
Approximately 500 000 tickets were sold in the national News Limited promotion, generating almost A\$50 million in gross revenue. The promotion finished in early June with football, which was actually sold first come first served. Box offices opened in early June in Sydney and interstate, so at last SOCOG was selling tickets in the conventional way.

Internet Sales

A second-best system to sell Olympic Games tickets on the Internet was assembled under pressure in mid-2000.

The original Internet agreement with IBM did not require the delivery of a ticket-selling capacity. Contract arrangements for online sales were not finalised with IBM and Tickets.com until mid-2000. IBM insisted that it remain entitled to branding on all screens offering ticket sales. This meant that ticket sale transactions passed from the official site to a co-branded screen which was actually supported by the Tickets.com server. This in turn was linked to the ticket system servers at SOCOG. It would have been better to exclude either the IBM server or the Tickets.com server from the structure.

VISA cards, the only accepted method of payment, were debited online, but ticket allocations were batched. This required segregation of stock for internet sales to avoid stock shortages on allocation – clearly a constraint to avoid. Ticketing, merchandising and database functionality for the official site should have been integrated and specified much earlier.



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Ticketing
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Nonetheless, about 400 000 Olympic tickets were sold over the web in the short period after 24 July 2000, when online sales finally began. This is about 10 per cent of all tickets sold to the public and more than 20 per cent of sales during the period after 24 July.

Call Centre

SOCOG's requirement for call centre resources was greatly underestimated when the call centre operator was selected in April 1998. The estimate at that time was that 50 seats would be required during 2000. The reality was that 300 seats were used, the maximum which the call centre contractor could fit in one location and could train operators for. This number was still too low and response times from October 1999 onwards never reached acceptable levels, despite the call centre operator's Herculean efforts.

The function of the call centre was also not understood until well into 2000. For an event organiser the call centre is the major mechanism for interacting with retail customers. It is not enough to publish information and expect no queries. A call centre must be expected and resourced to handle enquiries on ticket availability, transport arrangements, and tomorrow's programs, as well as to sell tickets and in a well-organised event merchandise, and take calls from volunteers and city visitors. The realisation that customers would be interactive, not passive, came late.

Fortunately, the Athena database structure used to allow call centre operators to access general information quickly was an

22. Tickets were also sold via the call centre, with a different number allocated for each sport

Ticketing
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Chapter Five



23. The dress rehearsal to the opening ceremony was not, as initially planned, a ticketed event and revenue source for SOCOG

24. Just before the Games, over 90 per cent of all available tickets had been sold

25. The 38 ticket outlets in the city and in Homebush attracted large crowds, in particular immediately before and during the Games 26 to 28. Opposite page: For those who bought tickets to any of the Olympic events, it was well worth the expense and an unforgettable memory

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RYLIE SMITH/SOCCOG

outstanding feature of SOCOG's customer support. Athena was also used as the internal information database in SOCOG. The sections of Athena used to support the call centre included information on a wide range of subjects including tickets, transport, the weather forecast, who won what event at what Olympic Games, and so on. Its scale and flexibility was in contrast to the organisation of information on individual ticket customers in the Prologue ticketing system, which was single-order-focused and had not been conceptualised as a marketing database.

Ticket Sales at Games-time

A manager and two other staff were appointed in June 1998 to start this process of detailed box office planning for metropolitan sales and sales at the competition venues. There were eventually 38 box offices in Sydney with approximately 199 windows, and 14 interstate box offices with 90 windows. Operational hours varied greatly; venue box offices were open only during the Games period and when the venue was in operation.

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JIM ALCORN/NEWSPIX

25



CHARLES BUTCHER/SOCCOG

When first-come-first-served ticket sales began in June 2000, sales were at first quite slow. Sales only boomed in the fortnight before the Games when the Olympic torch reached the outskirts of Sydney. Massive late demand led to large queues at box offices, both to purchase tickets and to collect tickets previously purchased through the call centre or over the internet.

Nearly all the inventory of tickets announced in March 2000 was sold. Most unsold tickets were for events early in the Games. As the Games completed their successful first week in excellent weather, tickets for virtually all remaining events sold out. The total number of tickets sold during the Games, that is from Friday 15 September to Sunday 1 October 2000 inclusive, was 684 691. This is over 10 per cent of total sales. In the preceding fortnight sales were just under 600 000, so sales in September and on the last day accounted for almost 20 per cent of total sales.

Dress Rehearsals

There were Opening Ceremony dress rehearsals on 9 and 13 September 2000 which members of the public could attend. In December 1999 it was decided that the dress rehearsal on 13 September could potentially be a ticketed event. The media reported this decision and estimated revenue was included in the SOCOG budget. However, there were pre-existing commitments to provide dress rehearsal tickets to members of the Olympic Club and sponsors. On review of those commitments and in the light of media criticism of the alleged poor treatment of Olympic Club members it was decided in August not to make either dress rehearsal a ticketed event.

Over 87 per cent of the tickets for the 9 September dress rehearsal were given to members of the Olympic Club and to volunteers. A further 4 per cent were allocated to Athletes' Family Hosts. The balance were allocated predominantly to sponsors.

Over 40 per cent of the tickets for the 13 September dress rehearsal were allocated to Patron Plus members of the Olympic Club. A further 35 per cent were allocated to parents who had children performing in the Opening Ceremony. Volunteers and sponsors also received allocations, as did winners of ticket marketing promotions and Ticket Marketing Ambassadors. Those volunteers actually working during the rehearsals were given tickets to a morning athletics session.

Sailing Spectator Program

In March 2000 the SOCOG Board approved the Sailing Spectator Program. There were no venues for spectators at sailing events. The tickets SOCOG offered provided spectators with a position on one of nine vessels ranging from sporting vessels to luxury catamarans, each having exclusive access to areas on the Harbour alongside Olympic sailing courses. Sailing was the only sport where the ticket included food.

There was not a great level of public awareness of the product and only approximately 2000 sailing tickets had been sold by mid-August 2000.

To increase sales, sailing tickets were combined with two other tickets, including a high demand 'driver' ticket, into packages

offered in August and September 2000. Each package was for three consecutive days. There were a total of 5000 packages available. All packages were priced at face value rounded up.

Budget was to derive net revenue of A\$2.5 million, requiring a sell-through of approximately 70 per cent of available capacity. Total sales were 7800 tickets, 36 per cent, deriving gross revenue of A\$2.2 million, but net revenue was well under budget.

Corporate Suites

Corporate suites were available in three Sydney venues, Stadium Australia, Sydney SuperDome and the Sydney Football Stadium. Suites ranged in size from 10 to 52 seats depending on the venue. Catering was provided to all suites by the exclusive venue caterer.

The principal market was sponsors and government. Suites were initially offered to Games sponsors, and to regular suite holders at the venue provided they were not competitors of sponsors. Sponsors were asked to commit to suite licences in late 1999 and early 2000, at a time when the reputation of SOCOG was at its lowest. The IOC's own difficulties in 1999 were a factor as well.

Until August 2000 suites in Stadium Australia and Sydney SuperDome were only available for the entire Games period, while suites at Sydney Football Stadium, where only a small number of football matches were played and no finals, were sold for single sessions. While most suites in the main Stadium were eventually sold, suite sales at the SuperDome remained below 30 per cent. In August 2000 a price structure was finalised for the sale of suites for single sessions – much less attractive, as catering and fitout are difficult to manage on this basis. This offer resulted in only a few additional sales.

The poor result for suite sales is in contrast to the sales of ordinary tickets. The reasons for the difference are poor marketing, as with sailing and that commitments to suites were made earlier when overall optimism about the Sydney 2000 Games was much less strong.

Ultimate Sales Success

Ultimately, ticket sales for the Sydney 2000 Olympic Games were a great success because the Games organisationally were a great success. SOCOG's ticketing operation recovered in the 11 months before the Games from a position of confusion and criticism in late 1999.

Those troubles were due partly to disconnects between marketing staff, senior management and ticketing operational staff, but more to an over-complex mail order offering inadequately geared to customer service. Provision of many more customer service staff was a key part of the corrective action taken after 1999's troubles. Finally, in September 2000 the disruptions of 1999 became much less significant because of the overwhelming enthusiasm of the Australian public for the Games themselves as they approached and once they had begun.



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JASON CHILDS/SPORT THE LIBRARY



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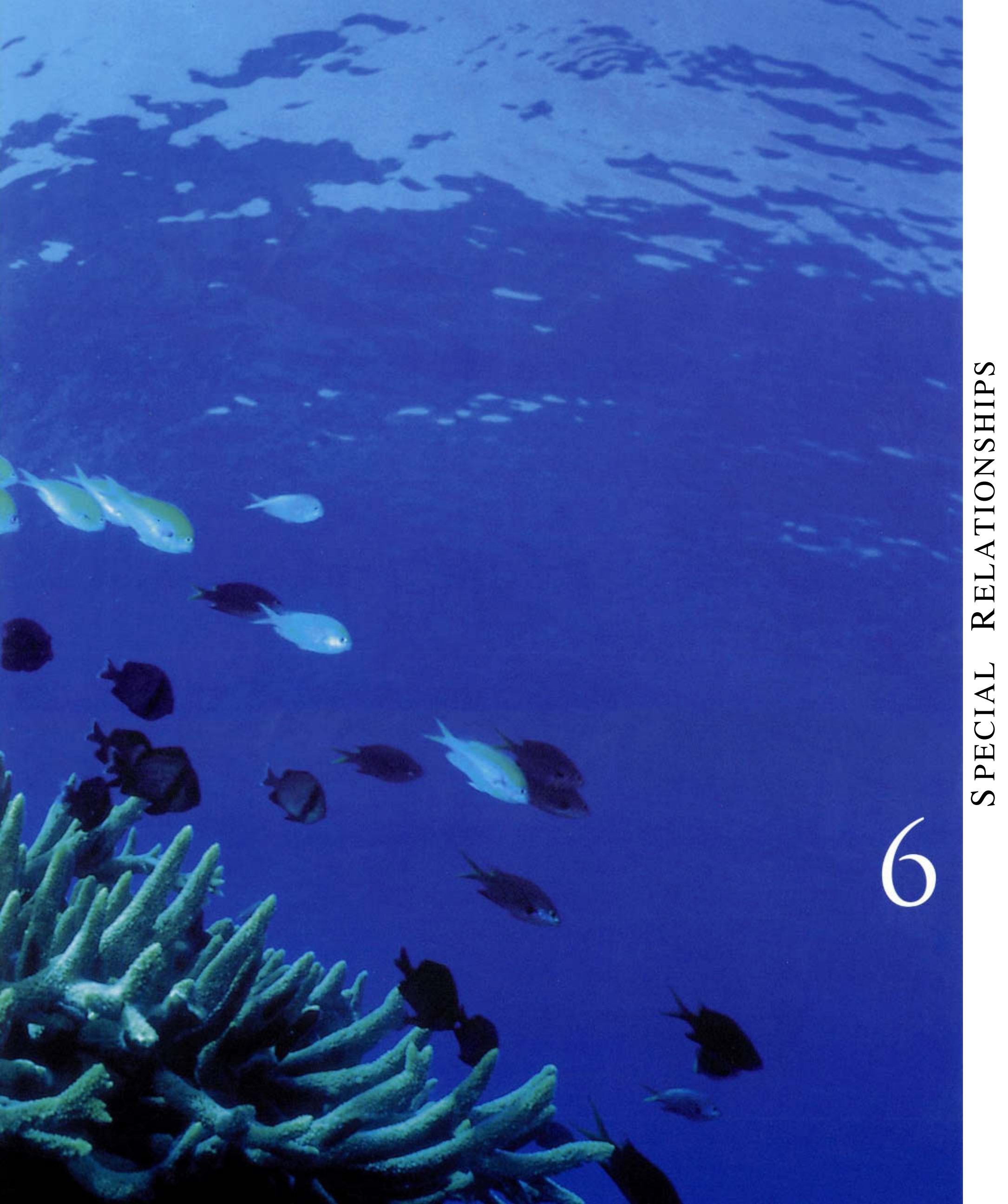
ODD ANDERSEN/AFP



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ROBERT CANFLORE/ALLSPORT





6

SPECIAL RELATIONSHIPS





THE OLYMPIC FAMILY

Working Together

Throughout the planning for the Games there was a strong interface between the IOC and Sydney 2000 at all levels. As well as formal mechanisms for discussion of issues between the two organisations, informal consultation and interaction occurred on an almost daily basis over the seven-year period but particularly after 1996, when Sydney became the 'next' Olympic Games.

SOCOG was required to present a number of formal reports to the IOC under the Host City Contract. The most important formal document was the SOCOG General Organisation Plan (GOP). The GOP was designed as the blueprint for Games planning and needed to be approved by the IOC Executive Board not less than one year after the establishment of SOCOG. Any changes to the GOP needed to be approved by the IOC Executive Board.

SOCOG submitted the first GOP in December 1994. Updates were submitted for IOC approval in December 1995, December 1996, April 1997, April 1998, March 1999 and March 2000.

The original GOP described SOCOG's organisational structure and outlined the individual management plans for the Programs identified under the global structure. Updates to the GOP charted the changes to SOCOG's organisational structure as well as detailing changes to competition venues, setting out the various operating plans and the Games budget and its various revisions.

While the GOP was a formal SOCOG reporting tool under the Host City Contract, later editions included and documented the rise of the integrated model of management adopted by the main Olympic agencies.

Progress Reports

A further reporting tool for Sydney 2000 was the production of half-yearly written progress reports in English and French for the IOC Executive Board. In addition, delegations of Sydney 2000 executives met half-yearly with the IOC Executive Board to brief them on Games progress.

Under both the Host City Contract and the IOC Charter a number of matters needed to be approved by the IOC Executive Board before SOCOG could proceed with its planning. Both the written and verbal reports to the Board were used as the forum for approval on these matters.

The half-yearly IOC Executive Board meetings were usually attended by: the President of SOCOG and Minister for the

Olympics, the Senior Vice-President of SOCOG and President of the Australian Olympic Committee (AOC), IOC members resident in Australia, the SOCOG CEO and Deputy CEOs, the Director-General of Olympic Co-ordination Authority (OCA) and the CEO of Olympic Roads and Transport Authority (ORTA).

Many of these key executives were also involved in making annual presentations to the Full Session of the IOC. Written reports on progress towards the Games were also provided to the full IOC annually.

Sydney 2000 also prepared annual written reports on Games planning and progress to other Olympic bodies, including the Association of Summer Olympic International Federations (ASOIF), the Association of National Olympic Committees (ANOC) and the General Association of International Sports Federations (GAISF), and regional and continental meetings of NOCs.

Written reports and presentations on progress were also given to various IOC Commissions such as the Press Commission, the Broadcasting Commission and the Environment Commission. Representatives of Sydney 2000 also attended the annual meetings of these bodies to give face-to-face briefings to these key constituent groups.

While most of these meetings were held in Lausanne or other overseas locations, a number of Olympic Family meetings were held in Sydney throughout the period of planning for the Games.

The ASOIF Annual Assembly and the IOC Executive Board held meetings in Sydney in April 1998 and the ANOC Executive Council and the IOC Executive Board held meetings in Sydney in February 2000.

The Olympic Family
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1. A critical element in Sydney's successful hosting of the Games was to establish close links and effective communication with the IOC and the broader Olympic Family
2. The IOC President attends the 1998 ASOIF meeting in Sydney. Such events proved to be an excellent forum for discussion between the IOC, SOCOG and IF members in the planning of the Olympic Games



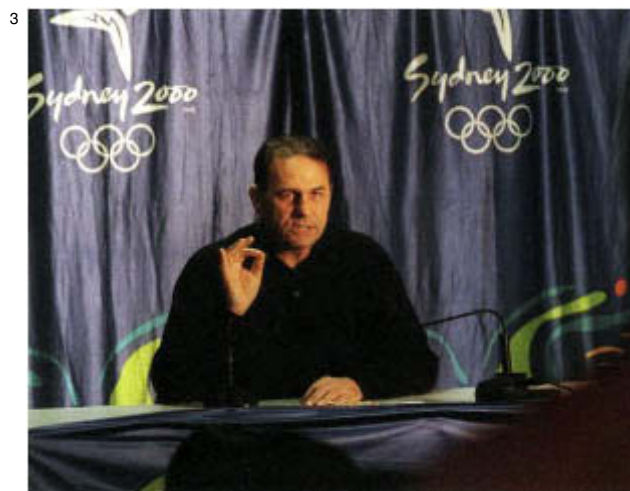
BRENDON READ/SOCOG

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3. Dr. Jaques Rogge, chairman of the IOC's Coordination Commission, speaks at a press conference during an IOC visit to Sydney. The Commission met initially once, then twice a year to monitor the progress of the Games preparations

4. Michael Knight explains details of the construction of Stadium Australia to Juan Antonio Samaranch during a visit in 1993



BRAD NEWMAN/NEWSPIX

Coordination Commission

One of the most important mechanisms to facilitate the interface between the Olympic Family and Sydney 2000 was the regular IOC Co-Ordination Commission meetings. The Co-Ordination Commission was established by the IOC to oversee Sydney's preparations in detail and to provide advice and recommendations on staging the Games. The Co-Ordination Commission was made up of a number of different representatives of the Olympic Family, including IOC members, representatives of IFs, athlete representatives, NOC representatives, specialist technical advisers and senior management and staff of the IOC. The Commission was chaired by IOC Member Dr Jacques Rogge.

The format for the Commission meetings was for each of the functional Games-time areas to brief the full Commission on their progress towards Games-time milestones. A written

report on Sydney 2000 preparations was also provided to Commission members.

In addition, a number of Working Groups examining specific areas of Games preparations were established between the Co-Ordination Commission and Sydney 2000. These Working Groups included Transport, Security, Indigenous Affairs, Environment and Protocol.

Games-time Liaison

The Games-time interface between Sydney 2000 and the IOC occurred using a number of mechanisms. The daily structure for Sydney 2000 during the Games was based on the requirement to brief the IOC at the morning Co-Ordination Commission meeting. The Games-time Co-Ordination Commission was slightly different to that which had been in action pre-Games, consisting of the IOC Executive Board chaired by President Juan Antonio Samaranch, supplemented by ANOC, athlete and ASOIF representatives and senior management of the IOC. The daily meeting discussed issues of concern in regard to the day-to-day conduct of the Games.

Arrangements were made for the IOC to advise Games Coordination Group (GCOG) of issues that were due to be raised at the Co-Ordination Commission so that adequate information was available at the time of the meeting.

In addition to the formal morning meeting, arrangements were in place for an evening telephone conference between the Chair of the IOC Co-Ordination Commission and the Director-General of Sydney 2000 to address any major issues that might arise. This mechanism was not required during the Games but nevertheless provided assurance to both parties and was available if necessary.

There was also informal contact between the IOC and Sydney 2000 executives throughout the day. On specific issues such as sponsorship and marketing, Sydney 2000 executives liaised direct with appropriate IOC Co-Ordination Commission members.

IOC Relations and Protocol

The IOC Relations and Protocol Program was formed in November 1993 with the responsibility of coordinating SOCOG's relations with the IOC and members of the Olympic Movement. Reporting directly to the CEO, the Program managed all Olympic Family visit arrangements to Sydney, as well as SOCOG's attendance at Olympic meetings and reporting obligations to the IOC. This included managing SOCOG observer delegations to the 1996 Atlanta Olympic Games, the 1998 Nagano Olympic Winter Games and the 1998 Commonwealth Games in Kuala Lumpur. Following the Atlanta Games, a Visit Coordinator was appointed to assist in the management of Olympic Family visits to Sydney. A Travel Coordinator was appointed in early 1997 to coordinate all SOCOG travel arrangements with Team Millennium Olympic Partner (TMOP) Ansett, the sponsor airline. The Travel Coordinator managed all domestic and international business travel undertaken by SOCOG staff and managed travel arrangements for SOCOG projects such as the Olympic Arts Festivals, the torch relay, and the Olympic Journey.



ANDREW TAYLOR/THE SYDNEY MORNING HERALD

In December 1998 the four sub-programs of Secretariat, Protocol, Venue Services and Airport Services, were formed.

Secretariat

The Secretariat was established to manage SOCOG travel and liaison with the IOC and Olympic Family members and was responsible for the recruitment of Protocol Volunteers. Ultimately 1500 Protocol Volunteers were deployed in Games-time roles, 330 of them assisting members and honorary members of the IOC and Presidents and Secretaries-General of NOCs. The Secretariat was also part of the Olympic Family Hotels venue team and assisted with the operation of the Olympic Information Desks and medal presentations.

Protocol

The Protocol Sub-Program was responsible for both domestic and international protocol issues in five key areas: domestic protocol, international dignitaries, flag protocol, protocol in the Olympic Village and interstate football protocol:

- Domestic Protocol was responsible for all guest list invitations for events hosted by SOCOG from 1998 to 2000. It also facilitated the attendance of the Australian Head of State, Prime Minister, Premiers and Chief Ministers of all states and territories, federal and state government ministers and other VIPs at Games events and coordinated relations with the diplomatic and consular corps, supplying information and assistance for accredited and unaccredited distinguished officials and other nationals at test events and during Games-time operations.
- International dignitaries were assisted by a Protocol working group established to facilitate planning for their attendance at the Olympic Games. The group included representatives of the NSW Government, the Federal Government, OCA, Olympic Security Command Centre (OSCC), ORTA, the AOC and SOCOG. The Program managed the Olympic Games attendance of 18 heads of state, nine heads of government, 20 members of royal families and 157 ministers or senior ranking government officials.
- Flag Protocol involved the procurement and verification of flags of all Olympic nations, as well as the display of protocol flags at all competition and non-competition venues, and for the writing and production of a *Flag Manual* for use in all venues where national flags or protocol flags were flown.
- Protocol in the Olympic Village operated the Protocol Office which opened in the Village on 2 September 2000 and closed on 4 October 2000. It was located near the entrance and was the first point of reference for many official visitors. It facilitated approximately 1600 visits to the Olympic Village for accredited dignitaries and conducted Team Welcome Ceremonies for the IOC and 199 NOCs between 4–14 September. In conjunction with Rule 70 of the Olympic Charter, the Program produced and distributed commemorative medals and diplomas to about 25 000 accredited members of the Olympic Family.
- Interstate football protocol matters, including meet-and-greet processes at international and domestic airports, help-desk functions in each of the Olympic Family hotels and the venue operations for accredited seating and Olympic Family lounges were handled by Protocol Managers appointed in each interstate football city to manage Games-time

operations. International Football Federation (FIFA) formed the majority of the constituent group, as IOC travel to interstate venues was very limited.

Venue Services

Venue-based planning was an increasing priority within SOCOG from 1997 and from March 1998 to July 2000 operating procedures were developed in consultation with other program areas to ensure cross-functional operations and effective training of venue-based Protocol Volunteers.

Venue Protocol Managers were recruited between March and July 2000 and training of volunteer venue teams also began. The Protocol Managers for eight sports were volunteers, with the remaining 20 sports covered by 14 paid staff.

Airport Services

The Airport Services team managed the meet and greet service at domestic and international airport terminals for members of the Olympic Family attending meetings hosted by SOCOG, the test events, and the Olympic Games (approximately 45 000 visits), including escort from Customs and Immigration to the handover to transport. The function had approximately 320 volunteers in the meet and greet workforce for the period of Games-time operation 15 August – 4 October 2000, including many obtained through state government agencies who had previous experience in protocol matters.

The effective handling of this and other IOC and dignitary operations during the Games enhanced Australia's profile in the Olympic Movement and the international community.

NOC Services

The NOC Services Program was established in January 1997 to provide NOCs with a single point of contact in SOCOG to

The Olympic Family

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5. Airport Services handled the arrival and departure of athletes for the Olympic Games

6. IOC Protocol staff greeted members of the Olympic Family at the airport

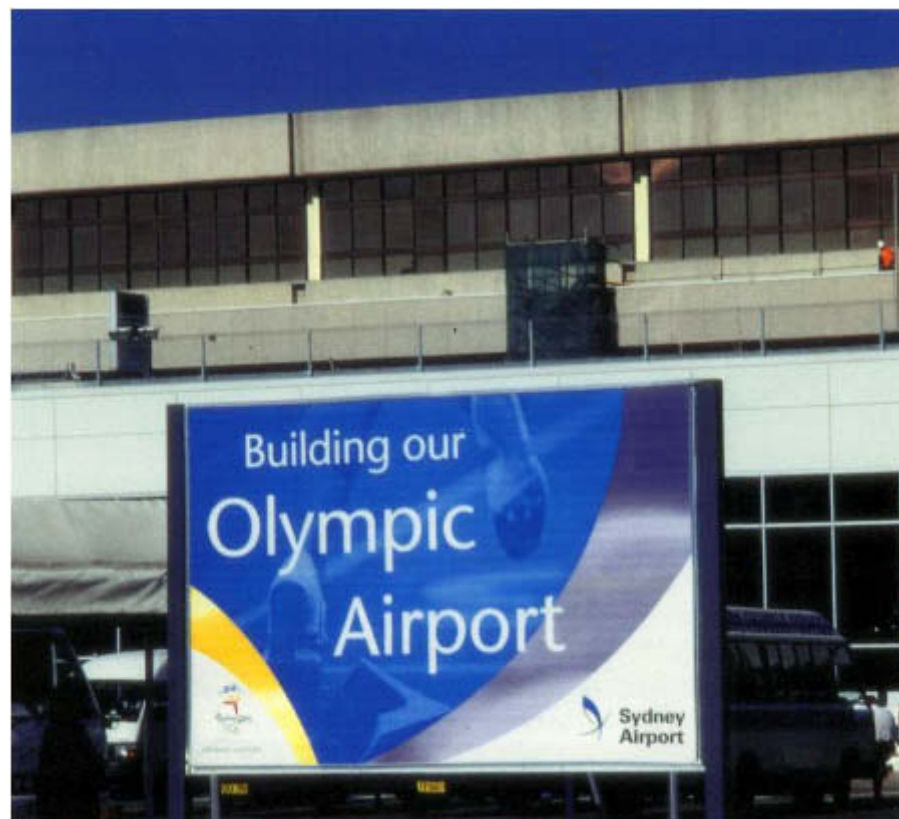
7. Sydney's airport was extended and improved after the city won the bid, making it a welcoming place for the arrival of international visitors



5
ROGER SCOTT/SOCOG



6
ROGER SCOTT/SOCOG



7
BRONWYN HENNESS/SOCOG



answer questions and provide advice on SOCOG's planning and policies. It was also responsible for educating SOCOG functional areas on the needs of the NOCs, coordinating NOC visits to SOCOG, preparing publications for the NOCs, attending the annual Regional Continental Association Meetings, and carrying out a range of other functions to facilitate NOCs' involvement with the Games.

Program Development

The Manager for the Americas and Oceania was appointed in early 1997. Two other staff members with previous NOC Services and Games experience from ACOG were appointed in mid-1997 as Coordinators for Europe and Asia, respectively. In mid-1997 a senior official and former Chef de Mission from the Italian NOC was appointed as Manager for Europe, providing input into the Program from a customer's perspective.

The program had managers for each of the Olympic regions; all were bilingual and most had Games experience. It ultimately had one Coordinator or Manager for every 15 NOCs in order to establish personal relationships and ensure regular contact.



From 1998, the Program had a matrix reporting structure. NOC Services remained a single unit organisationally with staff assigned NOC responsibilities and reporting up to the Manager for geographic areas, while reporting to the Program Manager Operations for project responsibilities.

From February 2000 the Program integrated with the Villages Division where NOC Services was physically located at Games-time and reported directly to the General Manager Villages, with a reporting structure maintained to the General Manager Sport for non-Village related issues.

NOC Visits

The arrangements for and scheduling of NOC visits was a growing responsibility as the Games approached. In 1997 there were 38 NOC visits, in 1998 there were 64, and from 1999 until the Games, there were 112 visits. The highest priority for the Program in 1999 was the organisation of the Chefs de Mission Seminar, held in Sydney from 22–25 September 1999. NOC Services was responsible for arranging the program for the seminar as well as compiling a dossier which was sent to each of the Chefs de Mission in advance of their arrival. The seminar was an excellent opportunity for the Chefs de Mission to meet the NOC Services Managers and Coordinators as well as one of the NOC Assistants to be assigned to them at Games-time.

Publications

NOC Services produced two crucial documents. The first, Chefs de Mission Dossier, detailing SOCOG's developments on key issues, was produced 12 months prior to the Games to coincide with the Chefs de Mission Seminar. The second, Chefs de Mission Manual, was produced two months before the Games. It was a how-to guide for the NOCs at Games-time, providing information on matters ranging from the services available in the Olympic Village to the Delegation Registration Meeting and NOC Arrival and Departure processes.



From March of 1997, NOC Services produced *NOC Bulletin* newsletters which were faxed to the NOCs each quarter, providing interesting and relevant information in English, French and Spanish. The last edition was published in May 2000.

NOC Support Grants

As part of its Bid commitments Sydney Olympics 2000 Bid Ltd (SOBL) agreed that transportation of athletes and officials to the Games would be paid for by the Sydney Games organisers. The NOC Services Program was responsible for implementing and administrating this initiative. At the request of certain NOCs the name of the plan was changed from Travel Grants to NOC Support Grants.

Working with TMOP Ansett, fares were determined for each NOC to Sydney at the lowest published or negotiated economy class fare. Eighty per cent of the estimated final payment was made to NOCs a month before the Games, with the remainder paid one month after the end of the Games. The rationale for the split payment was that the final calculation was based upon the actual number of eligible accredited persons for each NOC. The final payment was also reduced by the amount of any damages to Village accommodation and/or Rate Card items.

NOC Volunteers

In early 1998, a structure and concept was developed for the NOC volunteers that took into account post-Atlanta Games evaluation by SOCOG and the NOCs. Recruitment commenced in March 1999 with a small group interview format. Approximately 800 volunteers were selected, of whom 750 assisted at Games-time. Training commenced in June 1999 and was held approximately once per month through to Games-time.

The attache program was also administered by the NOC Services Program. Although these volunteer positions were appointed by the NOC, SOCOG offered to assist NOCs in identifying suitable candidates. The role of the attache was to assist NOCs in areas which were not directly managed by SOCOG, such as arranging hospitality functions, securing out-of-Village accommodation, and sourcing equipment outside of SOCOG's Rate Card program at the best prices.

Delegation Registration

NOC Services assisted Chefs de Mission to register their delegations quickly and efficiently before the arrival of the athletes and officials. A three-phase registration process provided for review of information for Non-Valid Accreditation Passes by international telephone conference, with any necessary changes by follow-up telephone call, and a Delegation Registration Meeting (DRM) in Sydney with each Chef de Mission. This process was successful and the Chefs de Mission were highly complimentary of the conduct and professionalism of the DRMs and the level of service they provided. The conference calls helped eliminate errors and strengthened the relationship between the NOCs and the SOCOG Regional Managers and Coordinators. This was of critical importance for the DRM, as the formats were similar. The Chefs de Mission had become familiar with the negotiating process and a high level of trust had been



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ROGER SCOTT/SOCOG

established between the parties. This was particularly important in reducing the demand for beds in the Village, which became a large issue.

Role in Olympic Village

NOC Services was located in the Olympic Village at Games-time, from 26 August 2000 until the closure of the Village on 4 October 2000. The office, situated in the Village Plaza, allowed Chefs de Mission to speak directly with their NOC Services Regional Managers or Coordinators. No major problems were encountered by the NOC Services Program, the NOCs were very satisfied with services in the Village and the overall operation of the sport competition and training venues, including transport and security.

The NOC Services Program nevertheless maintained a 24 hours per day operation with staff alternating between shifts. The night shifts were busiest in the lead-up to the Games when staff liaised with SOCOG's Accreditation Program and the Australian Department of Immigration (DIMIA) to ensure that athletes and team officials experiencing visa problems at international airports were able to board their aircraft. With some African NOCs, liaison was also necessary with TMOP Ansett to ensure appropriate ticketing was achieved for athletes and team officials. During the Games the night shift of the NOC Services office facilitated the re-entry into the Village of athletes or officials who had misplaced their accreditation passes.

Contact with the Chefs was frequent, especially following the regular Chefs de Mission meetings, which were always attended by the NOC Services Program staff. One of the main requests from Chefs in the Village was to make some post-DRM changes to the accreditation list of their contingent, which in most cases was possible.



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SOCOG

8. Opposite page: NOC Services held a seminar for all Chefs de Mission at Sydney's Hilton Hotel in September 1999

9. Opposite page: Various information desks such as this NOC freight desk were set up in the Hilton, allowing delegates to talk to SOCOG staff regarding their individual needs and queries

10. Opposite page: The Welcome desk at the Chefs de Mission seminar greets delegates from close to 200 countries. A tour of the Village and Sydney Olympic Park was organised to help them understand the Games preparations

11. NOC Assistants, all volunteers, looked after the needs of the various Olympic teams. Volunteer Di Shirling talks to the Cambodian team in the International Zone

12. The NOC Services Program ensured the athlete's needs were well looked after



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The NOC Assistants, who were volunteers, took a great deal of the pressure off NOC Services by dealing with many of the small issues on the spot. They were a very capable group, largely because of the intensive effort put into their 18-month training and recruitment.

Accommodation Program

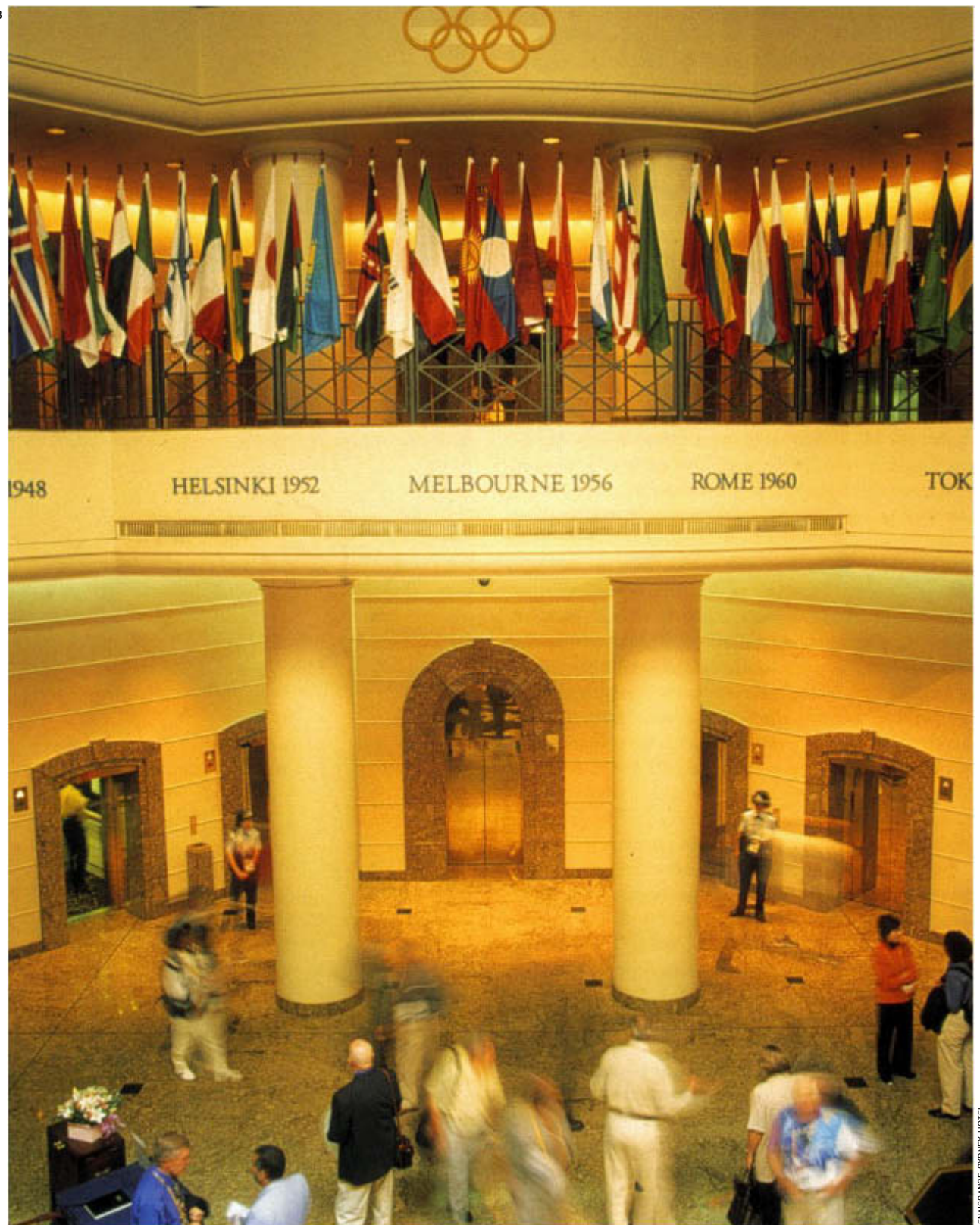
The Accommodation Program was responsible for all accommodation matters for the Olympic Family except those relating to the Olympic Village. It managed all room and bed allocations, rate negotiations, inventory management and

financial accounting. In March 2000 the Program was renamed the Accommodation, Arrivals and Departures Program.

The Host City Contract committed SOCOG to deliver over 22 000 reasonably priced hotel rooms and cabins and 10 500 beds for the Olympic Family in schools, universities and colleges. Accommodation was also required for contractors, specialist volunteers and technical sponsors staff.

The Program also managed bookings for test events and conferences, special events such as the Olympic Arts Festivals, Olympic Journey and the Olympic Torch Relay.

13



13. As part of SOCOG's Accommodation Program, three hotels in Sydney were booked for members of the Olympic Family. The Renaissance Hotel in central Sydney played host to IOC guests

RENAISSANCE SYDNEY HOTEL

To assist in contact with the accommodation sector a bi-monthly newsletter, *The Bed Post*, was launched in August 1996 and, through 25 editions, informed the industry of Olympic progress, special events and participation deadlines. Hotel operator seminars were held in 1998 and 1999. An *Accommodation Guide to the Olympic Games*, which included information on emergency procedures, security issues, cultural events and requirements of the Olympic Family, was distributed to assist hotels in their preparations.

Tourism New South Wales gave SOCOG access to its accommodation database, and this formed the base of the Program's database. In early 1995 SOCOG asked suitable hotels to hold rooms for the Games period and most agreed to this request. An accommodation agreement was designed and ratified by the Trade Practices Commission, after which SOCOG began signing-on property owners.

Olympic Family Hotels

SOCOG secured 1398 contracted rooms and numerous function rooms at some of Sydney's finest hotels for the Olympic Family, all within walking distance of each other and close to water transport to Sydney Olympic Park. The hotels were The Regent Sydney, designated 'the Official IOC Hotel of the Sydney 2000 Olympic Games', the Renaissance Sydney Hotel, which hosted the Presidents and Secretaries-General of the NOCs and others, and the All Seasons Premier Menzies Hotel for IOC staff and guests.

Cruise Ships

SOBL had proposed that 11 cruise ships with 6000 beds, chartered as 'floating hotels', would provide accommodation for sponsors and broadcast rightsholders on Sydney Harbour.

When sufficient berths were located, it became necessary to look at upgrading facilities, as some were commercial wharves designed for cargo-carrying vessels, and to improve their appearance generally. Ultimately 10 vessels were contracted for harbour accommodation, providing close to the projected 6000 berths. Vessels received up to four distinct phases of passengers during the Games.

Airport Operations

Sydney is Australia's gateway airport and caters for more than 20 million passengers and 275 000 flights annually. Major improvements to Sydney Airport terminals, ground transport, aircraft parking and taxiway facilities, costing around A\$2 billion, were completed shortly before the Olympic Games. Taxis, bus services and an underground railway convey passengers the nine kilometres to the city centre.

The objective of SOCOG's Airport operations was to move accredited guests through the airport in a quick, efficient and hospitable manner that would provide a positive 'first and last' Games experience.

The service added value to the basic requirements set out in the Host City Contract, which were an adequate system of reception and transportation to official accommodation.

SOCOG identified three key services whose successful delivery would greatly enhance client satisfaction:

- Protocol: a meet and greet service that provided Olympic Family members with an escort from the aircraft door through dedicated immigration and customs channels and other checkpoints.
- Accreditation: a facility enabling accreditations to be validated, eliminating the need to visit a separate accreditation centre.
- Transport: this provided an escort to the load zone who saw guests transported to their accommodation along reserved routes from the Airport, with well-prepared drivers.

SOCOG's Airport operation was an A\$880 000 infrastructure overlay of existing airport facilities and processes. The Airport Venue Team was a combined operation of a number of SOCOG and NSW government groups with Protocol, Accreditation and ORTA responsible for the key functions coordinated by a Venue Manager. Each of these deployed a functional manager as well as a number of zone supervisors. ORTA managed all Olympic Family transport and bus movements through the Airport during the Olympic period.

Other units in the Airport team included OSCC, Accommodation, Catering Services, Language Services, Logistics, Look of the Games, Medical, NOC Services and Media Relations.

The Olympic Family

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14. To add to the amount of available high-standard accommodation, large cruise ships were berthed in Sydney
15. The Crystal Harmony was moored at Circular Quay for the duration of the Games



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GRAHAME EDWARDS/
CITY OF SYDNEY ARCHIVES

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GRAHAME EDWARDS/CITY OF SYDNEY ARCHIVES



AUSTRALIA



ATHLETES

The core commitment of the Sydney Bid was to deliver 'the Athletes Games'. At the heart of this commitment was recognition of the athletes as the stars of the Games, and Australia's love of sport and admiration for sporting achievement. It included providing an Olympic Village which could accommodate all of the athletes, the construction of state-of-the-art venues for the competition, and services which would assist all athletes to compete at their best and enjoy the Olympic Games experience.

The Olympic Village

The Sydney 2000 vision was to provide an Olympic Village that was safe, comfortable, convenient, stress-free and allowed athletes to focus on their involvement in the Olympic events. At the same time it would be friendly and welcoming, meeting the retail, recreation, entertainment, medical and information needs of the athletes.

The Olympic Village was open from 2 September to 4 October 2000 and was the first in Games history to provide for all athletes and team officials in the one location on a site at Newington, immediately adjacent to Sydney Olympic Park, where competition in 17 of the 28 sports was held. It was no more than a 40-minute bus journey to the furthest competition venue.

The Village was procured by Olympic Co-ordination Authority (OCA) through the Mirvac Lend Lease Village Consortium (MLLVC), a joint venture of two of Australia's largest development companies which provided most of the financing for the project. The urban and environmental design specification was drawn up by OCA with advice from leading Australian designers and environmentalists. Post-Games, the village was to become a new suburb of Sydney with well-designed, environmentally advanced housing.

The design made for easy navigation to services and facilities. The Village was in two parts: the International Zone where residents could bring guests and meet media, with a retail area; and the Residential Zone to which access was strictly controlled and allowed only to residents and staff with a specific operational purpose.

The Residential Zone had five colour zones, each of which was further divided into sections identified by the name of an Australian animal, and a central road ran the length of the Village, making orientation easy and wayfinding simple. Dwellings were also numbered.

A detailed concept of operations outlining philosophy, strategy, key services and milestones was approved early in 1998 and functional area teams developed operations and services,

refined operating plans and completed risk assessment and contingency planning exercises by the end of 1999. This allowed a year to focus on testing, refining, recruiting, training and preparing.

During Games-time, a planning and coordination group was responsible for operations and communications, the Village Operations Centre (VOC), Chefs de Mission meetings and Village health and safety. The VOC identified, recorded, tracked and resolved key issues in the operation of the Village and coordinated activities as required. It was busy for the first two weeks the Village was opened as people settled into their new environment but intensity soon subsided as the Games began.

Meetings between Sydney 2000, Village management and Chefs de Mission were held every day for the first few days and then every second day. Most issues were resolved at the meetings or followed up and resolved, usually by the end of the day.

The Sydney 2000 Olympic Village was the first to provide a comprehensive front desk service for residents. Called Resident Centres, these 22 front desks were spread evenly throughout the Village and were open between 12 and 24 hours per day. A laundry service for personal items was run in conjunction with each Centre and each resident put approximately one bag of laundry through the service each day.

There were four Information Stations located in key areas around the Village, including the reception desk in the NOC

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1. Ian Thorpe greets the crowds at the Closing Ceremony. Sydney 2000 vowed to pay special attention to the athletes' needs and dubbed their Games the 'Athletes Games'
2. While organisers did their best to fulfill the athletes' wishes, they in turn promised to compete in the true spirit of sportsmanship
3. The Olympic Village set new standards in the accommodation of athletes



JAMIE SOUIREALLSPORT 2



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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY



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Services Centre, with fully trained staff. Items available included the *Village Guidebook*, maps and phone directory, and the *Village Newspaper*.

About 520 paid staff, 2100 volunteers and 6500 contractor staff worked in the Village, bringing the total workforce to 9120. The attrition rate was less than one per cent for paid and volunteer staff, indicating a high level of motivation and effective training and preparation.

Entertainment

A dance club operated in the Residential Zone every night from 9 pm to midnight. Nights were themed and music was provided by local and international disk jockeys. Bands playing contemporary music, gave live performances in the amphitheatre everyday from midday to early evening, and recent release movies, in English with a range of subtitles, were shown between 11 am and mid-evening each day in the Chefs Hall.

These programs were not as widely patronised as expected because of the relative proximity to the city, which proved a big attraction for athletes.

Street performances were the most popular aspect of the entertainment program. Performers moved around the Village, contributing to the colour and community feel – a simple yet effective way to bring atmosphere to the Village.

The Library, video viewing and music listening facility provided a focal place for recreation. The library had more than 1000 books and 200 newspapers and magazines. There were 20

individual music listening stations and more than 200 CDs in the music listening facility. Residents were able to watch footage of competition at the video viewing facility.

A day spa was run in the Residential Zone. Full body and sports massages were available at the Sports Massage Centre, also in the Residential Zone, and run in conjunction with the SOCOG Medical commission.

Media Coordination

The Olympic Village was of great interest for media. To protect the privacy of residents, a Media Centre was built on its perimeter and a Media Day Pass scheme was developed to control access. NOCs could conduct press conferences there without having to leave the Village, and media could access without completing the more onerous access system required for the Village.

Under the Day Pass scheme, 400 passes were rotated: 200 passes for Rights Holding broadcasters and 200 rotational passes for press operations. A Media Open Day was conducted prior to the security lock-down, with 400 media representatives attending from local, national and international organisations.

Team Welcome Ceremonies

Every NOC was welcomed to the Village with a Team Welcome Ceremony, a friendly and entertaining Australian-themed welcome for athletes and officials. Representatives of Indigenous groups performed a welcome to the land and made a presentation to each NOC, and schoolchildren sang a



4 and 5. Entertainment for athletes and visitors was provided by various street performers in the Olympic Village

ROGER SCOTT/SOCOG

welcome song for each team. The NSW Education Department and SOCOG Protocol and Ceremonies were responsible for staging these ceremonies, which showed Australian hospitality and culture to these special Olympic visitors.

Transport

Transport arrangements had been designed by the Sydney 2000 Partners to provide for a transport mall, main entry and Village parking lots and an In-Village Transport System, the Village bus.

Buses followed a continuous loop within the Village, stopping at 22 points, and residents and staff could get on and off at any point. There were 20 buses operating between 5 am and midnight and 10 buses operating between midnight and 5 am. The Transport Mall provided access to resident transport to venues and was located adjacent to the Main Dining facilities and within a 10-minute journey to Sydney Olympic Park. This location, and the frequency of services, contributed to a smooth transport operation for residents with a high level of safety and security. The system was exclusively for residents; the workforce had other entry and exit points.

Food and Beverage

Good food and excellent service were part of the essential ingredients for athlete and staff well being and morale, as well as providing the principal meeting place for the large number of residents.

There were two food and beverage outlets in the Olympic Village. The Main Dining hall in the southern section of the Village was able to seat 4900 people at a time, making it the largest restaurant in the world, and focused on providing all the nutritional aspects of an athlete's diet. Each day approximately 6000 staff also dined in the Village.

The Casual Dining facility, in the northern section of the Village, had service counters in both the Residential and International Zones. Casual Dining could seat 500 people in the Residential Zone and 200 people in the International Zone, and peaked at 6300 meals per day.

Language Services

The Language Services Program's role was to maintain the use of the two official languages of the IOC, French and English, within SOCOG and to provide high quality, centralised language services to all SOCOG Programs and the Olympic Family. At Games-time, the program was of particular benefit to athletes and was located within SOCOG's Sport Division because of its role in sport competition. That Division also had extensive interaction with major client groups such as the NOCs, IFs and IOC.

A Chief Interpreter, appointed in 1998, had overall responsibility for the interpreting services, including development of venue operating plans and the language combinations required for specific venues based on sport and anticipated media attendance, and recruitment of both local and overseas interpreters.



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BOB PETERS/OLYMPIC ROADS AND TRANSPORT AUTHORITY

For the Olympic Games 88 interpreters were contracted, including 38 simultaneous interpreters, mostly recruited from overseas with extensive Olympic and international experience, and 50 consecutive interpreters, mostly sourced through the National Accreditation Authority of Translators and Interpreters, providing professional interpretation services in English, French, Spanish, Russian, German, Arabic, Mandarin, Japanese, Korean, Portuguese, Italian and Greek. They were scheduled for assignments across all competition venues, the Main Press Centre (MPC), Olympic Village and the Olympic Family hotels.

Simultaneous interpretation was provided at some non-competition venues, Olympic Family hotels, Olympic Village, MPC, and at the following competition venues: Olympic Stadium, Sydney International Aquatic Centre, Sydney SuperDome, Pavilions and Dome, Sydney Entertainment Centre, and Sydney Exhibition Halls and Convention Centre. All other competition venues were provided with consecutive interpretation. In total, 2300 interpreting assignments were completed from 28 August to 1 October 2000. The services were scheduled across 25 competition and two non-competition venues, according to management requests, using 898 rostered specialist volunteers.

In addition to face-to-face language assistance provided by volunteers at the venues, the Multi-Lingual Switchboard (MLSB), based at the Olympic Village, provided a telephone interpreting service covering 51 languages. If a volunteer in a particular language was unavailable, the call was diverted to the Translating and Interpreting Service (TIS) at the Federal Government's Department of Immigration and Multicultural Affairs. The MLSB received a total of 2162 calls, and 883 calls were diverted to the TIS.

6. The arrival and accreditation of athletes was made as easy and seamless as possible

7. Language Services were provided not only for athletes, but also for the media and Olympic Family. Juan Antonio Samaranch wears headphones for translation purposes during a conference at the Main Press Centre

8. To facilitate communication with athletes at the venues, translators provided services for media and officials



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PETER MUELLER/REUTERS



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ROGER SCOTT/SOCOG

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MATT TURNER/ALLSPORT

Medical Services and Doping Control

SOCOG's Medical Program had two parts, Medical Services and Doping Control, both reporting to the Chief Medical Officer who was an ex-officio member of the IOC Medical Commission during the period. Preparations for the Games included involvement in test events.

Test Events

There were over 42 official test events from September 1998 to August 2000. Involvement in the test events was useful for: testing roster management and training of staff, determining type and delivery of medical supplies and equipment and appropriateness of the facility's size and location, and for identifying particular sport medical requirements.

Prior to every test event, the Medical Services Program provided Competition Managers with the relevant healthcare/medical information about the status of visiting doctors and the provisions for importation of medications that the IFs' medical staff needed to complete prior to any event.

The September 1999 cluster of test events also provided invaluable experience. The Medical Program provided staff and resources at the Sailing Sydney Harbour Regatta 1999, the Pacific Rim Rowing International, the Sydney International Hockey Challenge, the Sydney International Three Day Event (equestrian), the Modern Pentathlon World Cup Final, the Sydney International Regatta (canoe/kayak sprint), and the 11th FINA Men's Water Polo World Cup.

The events confirmed that the reporting mechanisms for medical were effective and became those used in Coordinating Medical Centre during the Olympic Games. Individual venue service agreements were developed, outlining what the Medical Program would provide for each event in relation to staff, hours present, equipment and the support and services required from Technology, Logistics, Catering, Sport Competition and Venue Management.

The next step was recruitment of volunteers, who formed many of the 2693 medical personnel who worked for the Games at competition venues as well as in the Polyclinic.

Games-time Operations

The Medical Functional Area Command was the principal mechanism for administering the Program, coordinating and employing staff, logistics and resources, overseeing centralised distribution of medical supplies and resolving issues that could not be solved at venue or Polyclinic level.

The Polyclinic

The Polyclinic provided medical services for those in the Olympic Village. Located in the Residential Zone, the Polyclinic offered comprehensive services to approximately 25 000 people accredited to this area and was operational from 2 September to 4 October 2000. It was approximately 2000 sq m in area and functioned as a local hospital. Its location, adjacent to Sydney Olympic Park (SOP), also placed it near half of the competition venues used for the Games.

Polyclinic services included: emergency services supported by ambulance services, sports medicine, general practice, medical imaging (including X-ray, ultrasound, CT scanning, magnetic resonance imaging), dentistry, pharmacy, eye services, physiotherapy, massage therapy, hydrotherapy, podiatry, pathology, administration, medical records and health care interpreters. There were also specialist clinics in ear, nose and throat, dermatology, ophthalmology, orthopaedics and gynaecology, and doping control, gender verification and the IOC Medical Commission office.

From 2 September to 4 October 2000 there were a total 19 623 visits to use the services provided by emergency, consultancy, physiotherapy, massage, pathology, dental, podiatry, eye services, imaging and the pharmacy. A



BRONWYN HEINEX/SOCOG

9. The Polyclinic in the Olympic Village was open for a month, providing approximately 20 000 services during that time

10. Medical services were available at sea as well as on land: a boat with two medical staff prepare to go out during the sailing test event

11. Ambulance officers in the Athletes Village are on stand-by

12. Opposite page: Medical staff were always at hand during competition, ready to give immediate help in the case of an injury

13. One of the much-used services for athletes was free massage and physiotherapy

14. Medical volunteers and St. John Ambulance start their shift at Sydney Olympic Park



SOCOG

breakdown of visits were 5622 to the pharmacy, 3619 consultancy, 2884 physiotherapy, 1873 eye services, 1741 dental, 1648 imaging, 1042 podiatry, 784 pathology, 318 massage (in Polyclinic only, not Sports Massage Centre), 92 emergency.

Medical encounter forms were required for 9408 visits, 4607 of them for athletes. Of the encounters 4396 were related to injuries, with 981 for muscle sprains and strains. Eye-refractive corrections accounted for 1110 of the encounters. Doctors attended 3268 medical encounters, and physiotherapists attended 2514 encounters. The Polyclinic referred 64 patients to hospital. Athletes accounted for 71 per cent of medical files created, 17 per cent were created for officials, coaches, etc, 8.4 per cent for volunteers and 3.6 per cent for others. Seventy-six per cent of treatment was biomechanical and musculoskeletal injury and 24 per cent primary care, mostly skin and nail conditions.

Venue Medical Facilities

In competition venues, a Medical Venue Manager was based in the Venue Operations Centre and athlete medical staff were located on field of play and/or in facility depending on the sport. They comprised doctors, nurses, physiotherapists, massage therapists at some venues and ambulance officers. Spectator medical teams comprised doctors, nurses and St John first aid officers. The Medical Venue Managers ensured consistent implementation of the Program's procedures and provided staff support and venue management liaison.

At training venues, services were provided depending on the specific needs of the sport and operated in line with training schedules. Staff were mainly physiotherapists and at some venues doctors and massage therapists, supported by ambulance officers either on-site or on-call. Medical services were largely underutilised by teams at most training venues with services accessed principally at the Polyclinic.

Services to Other Olympic Family

The Olympic Family were treated in the closest medical facility or Olympic Family areas where provision of services ranged from basic first aid to advanced resuscitation. Accredited medical staff were given appropriate access to the Olympic Family areas.

A medical administration area was established in the Renaissance Hotel to provide administrative support to the IOC Medical Commission. Service was provided on a 24 hour basis by a combination of doctors, nurses and ambulance officers.

The principal Olympic Family hotel had a doctor and a nurse on duty 24 hours, the doctor going to the other hotels for medical consultations as required. One of these hotels had two ambulance officers and an ambulance onsite, the other had a nurse on duty 24 hours.

The Olympic Family hotel medical service was largely underutilised; however, a medical service should be in one hotel, with a doctor and nurse on duty 24 hours, available to other hotels as required, with a dedicated ambulance vehicle.



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ANDREW WONG/REUTERS



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STEPHEN MUNDAY/ALLSPORT



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ROGER SCOTT/SOCCO



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CHARLES BUTCHERS/SOCOG

Spectator Medical Services

Medical staff worked at 59 Olympic spectator medical facilities. Spectators were also treated in the appropriate medical facility in Olympic venues and in the Common Domain at Sydney Olympic Park by doctors, nurses and first aid officers. Treatment ranged from basic first aid to advanced resuscitation.

No Notifications

Legislation was put in place in New South Wales, and in the states and territory which hosted Olympic football, to allow team healthcare professionals, doctors, nurses, and physiotherapists, to provide their usual range of services to members of their own team, and any other team where there had been a prior formal agreement. This legislation enabled NOC physicians to treat members, use Pharmaceuticals from

their own supply, and prescribe medication for athletes using a special Polyclinic script which was only dispensed from the Polyclinic Pharmacy. They had no admitting or treating rights at hospitals.

If an athlete was transferred to the Polyclinic or a hospital and NOC healthcare personnel were not present, medical staff contacted. NOC Services at the Village who notified the NOC. The Coordinating Medical Centre was also informed.

NOCs were provided with Sydney 2000 Games Medical Guides, Pharmacy Guides and accompanying forms in March 2000. They had to notify the SOCOG Medical Services Program by June 2000 of the name, professional category, team affiliation, date of arrival and anticipated date of departure of all health professionals intending to gain coverage under the legislation. The NOC team doctor must be recognised as a medical doctor under the laws of the relevant country, NOCs were also asked to sign and have witnessed the NOC Medical Agreement.

Non-Smoking Policy

SOCOG did not permit smoking in any venue during the Games as a demonstration of its commitment to a healthy environment. There were designated outdoor smoking areas.

Non-smoking areas expressly included: in or around the stand-alone facilities or amenities on the field of play at any venue; in the seating bowls at any venue inclusive of training venues; in any enclosed bars or restaurants at any venue or in the catering areas of any of the Villages; in any bedroom or living quarters in any of the Villages; in enclosed staff break areas; on any Olympic transport vehicles; and in sponsor hospitality suites.

This was a controversial matter but the position adopted by SOCOG showed resolve and consistency in its approach to the health and safety of athletes and others.

Doping Control

The SOCOG Doping Control Program operated in accordance with the Olympic Movement Anti-Doping Code. Its mission was to conduct an efficient and effective doping control program during the 2000 Olympic Games and contribute to the development of a drug-free Olympiad for all athletes.

The Health Care Plan developed from 1994 outlined the doping control process, including sample collection, analysis, and independent tribunal and appeals in accordance with the rules of the IOC, and anticipated the use of existing organisations: Australian Sports Drug Agency (ASDA), Australian Government Analytical Laboratories, Court of Arbitration for Sport and the IOC Medical Commission.

The subject of drugs in sport received strong international attention in the years leading up to the Sydney 2000 Games, creating a sensitive environment and the expectation of firm action by the Olympic Movement. The IOC World Anti-Doping Conference was convened in February 1999 in Lausanne during which the establishment of the international anti-doping

- 15. St. John Ambulance, contracted by SOCOG's Medical Program, contributed 1300 of its staff for the Games-time medical operations
- 16. NSW ambulance drivers take an injured spectator to hospital

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ALLSPORT

agency, World Anti-doping Agency (WADA), was announced. Development of the agency, its composition and development plans commenced in 1999 and in April 2000 SOCOG was advised that WADA would be involved in the results management process of the Sydney 2000 Games. The following month SOCOG was advised that WADA's involvement would be more extensive and include independent WADA observers being present at any out-of-competition or Games-testing session.

A team of 12 observers arrived in Sydney prior to the Games, oversaw all stages of the doping control process from the selection of athletes to the IOC Medical Commission's management of results, and prepared a report following the Games.

Out-of-Competition Testing

A total 2100 doping controls were conducted for the Games competition testing program, including 25 samples collected for NOCs who requested verification of a national or area record. In addition to these a total of 400 out-of-competition tests were conducted, beginning from the opening of the Olympic Village on 2 September 2000. All athletes entered in the Games could be subject to a random out-of-competition test from that date, regardless of whether they were within or outside of Australia.

The athletes to be tested out-of-competition were randomly selected in June 2000, during an IOC Coordination Commission visit to Sydney. The random selection was made by randomly selected numbered balls drawn by an independent representative, against corresponding NOC team numbers. The number of athletes selected per NOC was pro rata to NOC size. The numbers were stored securely until late August, when the IOC Medical Commission arrived in Sydney. As NOCs registered their final team entries, the lists were provided to the Doping Control Program and the randomly selected numbers were then matched with the listed athletes. Following the identification of the athletes, information regarding training schedules and venue and the location of athletes prior to entering the Village, was sought from the NOCs.

Athletes residing in Sydney were tested at the Olympic Village and official training sites by teams of Doping Control volunteers. Those athletes residing outside Sydney were tested by ASDA. The out-of-competition program was completed on Day 12 of the Games when a total 404 tests were recorded, 306 by SOCOG and 98 by ASDA.

In addition to the 404 out-of-competition (OOC) urine tests, the implementation of the erythropoietin (EPO) test, also out-of-competition, resulted in an additional 313 urine tests being conducted. The EPO tests comprised the collection and analysis of both blood and urine samples, of which the urine samples underwent normal OOC urine screens by the laboratory. A total 717 OOC urine tests were conducted in the inaugural out-of-competition testing program.

The EPO test introduced blood testing to the program, with attendant issues concerning the handling of blood samples. This is an area which will no doubt be subject to further



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NICK LAHAM/SPORT



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17. A lab worker tests samples at the Australian Government Analytical Laboratories

18. Sydney's doping control proved to be a successful program. Eleven athletes were sent home after testing positive, six of them medal winners. The Norwegian Chef de Mission Bjoerge Stensboe leads team officials to a press conference following a positive drug test

NEWSPIX



development and discussion. In implementing the blood and urine tests, the IOC determined that an athlete had to test positive to both to have committed a doping offence and be sanctioned at the Games.

Testing During the Games

Eleven athletes tested positive during the Games, were deemed to have committed a doping offence and were sanctioned by the IOC. Two of these resulted from an out-of-competition urine test, and nine from competition testing – six were medallists and three were random placings. One team doctor was sanctioned in relation to his part in an athlete committing a doping offence.

An additional 14 athletes tested positive to beta-2 agonist substances. However, as the use of the beta-2 agonists were all appropriately notified prior to competition, no doping offence was committed or sanction was applied.

While no athletes tested positive to EPO under the IOC required blood and urine test, a number of athletes presented what would be regarded as suspicious blood samples and once there is a universal EPO test these will be followed up by relevant bodies.

Although only two positives resulted from out-of-competition testing it appeared, although anecdotally, that the program provided the desired deterrent effect, with reports of some athletes not attending the Games due to the introduction of the OOC testing, and in particular the test for EPO.

It was also reported that a number of athletes tested positive during out-of-competition testing conducted by WADA, IFs or national anti-doping agency testing in the lead up to Sydney. These athletes were removed from their national teams prior to the Games.

19. Volunteers were specifically trained to help run the doping control operations at the venue level

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BINDY WELSH/INDIGO IMAGES

Media Interest

The issue of doping control attracted significant media interest throughout the pre-Games period. The media was interested in the development of the program, issues relating to the problems detecting all substances and the roles of the different organisations. The introduction of the out-of-competition program and the anticipated introduction of a valid blood test was a popular topic, particularly during the lead-up to the Games in 2000.

During the Games competition, doping control was at the forefront of media attention, particularly where positive cases were involved. The IOC was responsible for responding to the media on the matter, given its significance as an IOC policy issue.

Legacy

The Sydney Games, coupled with the established and ongoing Australian response to the doping issue, provided the impetus to introduce the inaugural IOC out-of-competition testing program, the EPO blood and urine test and the Carbon Isotope Ratio test for testosterone, and provided a platform for the involvement of the WADA independent observer team.

These areas of anti-doping are all ongoing and with continued work by the relevant organisations will lead towards a cleaner and fairer sporting environment for all athletes, which was the ultimate objective for the Sydney 2000 Doping Control Program.

Athletes' Family Host

From the beginning Sydney saw an opportunity to assist athletes' families to visit the Olympic city for the Games. In 1993 the Rotary Club of Sydney proposed billeting athletes' families in private residences and the concept became a component of the official Sydney Bid. SOCOG decided to outsource the management of the program to Athletes' Family Host Inc (AFH), a legal entity set up by Rotary, and signed a cooperation agreement in 1999 agreeing to fund the project for A\$1 million.

AFH was provided free office space and equipment in SOCOG headquarters and set about the task of recruiting host families throughout the greater Sydney area, particularly near Olympic venues. The campaign highlighted the unique opportunity hosting offered to participate in the Games, make new friends and experience an enriching cultural exchange, and that it provided guests perhaps their only chance to see their family member compete. Hosts would be asked to provide two guests bed and breakfast for up to eight days and help guests to the nearest public transport pick-up points.

SOCOG was unable to secure a sponsor willing to meet the overall cost of the project but Samsung became the naming rights partner and the project was re-launched as Samsung Athletes' Family Host 2000 in September 1999. Samsung funded the relaunch and other functions and Games-time uniforms and gifts. Fairfax became the supporting media sponsor and provided free publicity and advertising.

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ROGER SCOTT/SOCOG

AFH worked with numerous community organisations and developed promotional materials including a video, an 'expression of interest' form, posters, a starter kit for interested organisations and other related materials. A web page was set up on the SOCOG website and the call centre was briefed to handle enquiries and accept expressions of interest.

Guests' applications were coordinated through their country's NOC. AFH billeted guests with hosts within one hour by public transport of the venue where their athletes participated. If requested by the guests, other factors such as language, diet and religious or cultural beliefs were taken into consideration. Sydney's cultural diversity ensured that all such requests could be satisfied.

The host service operated between 12 September and 2 October 2000 with the majority of guests arriving in Sydney

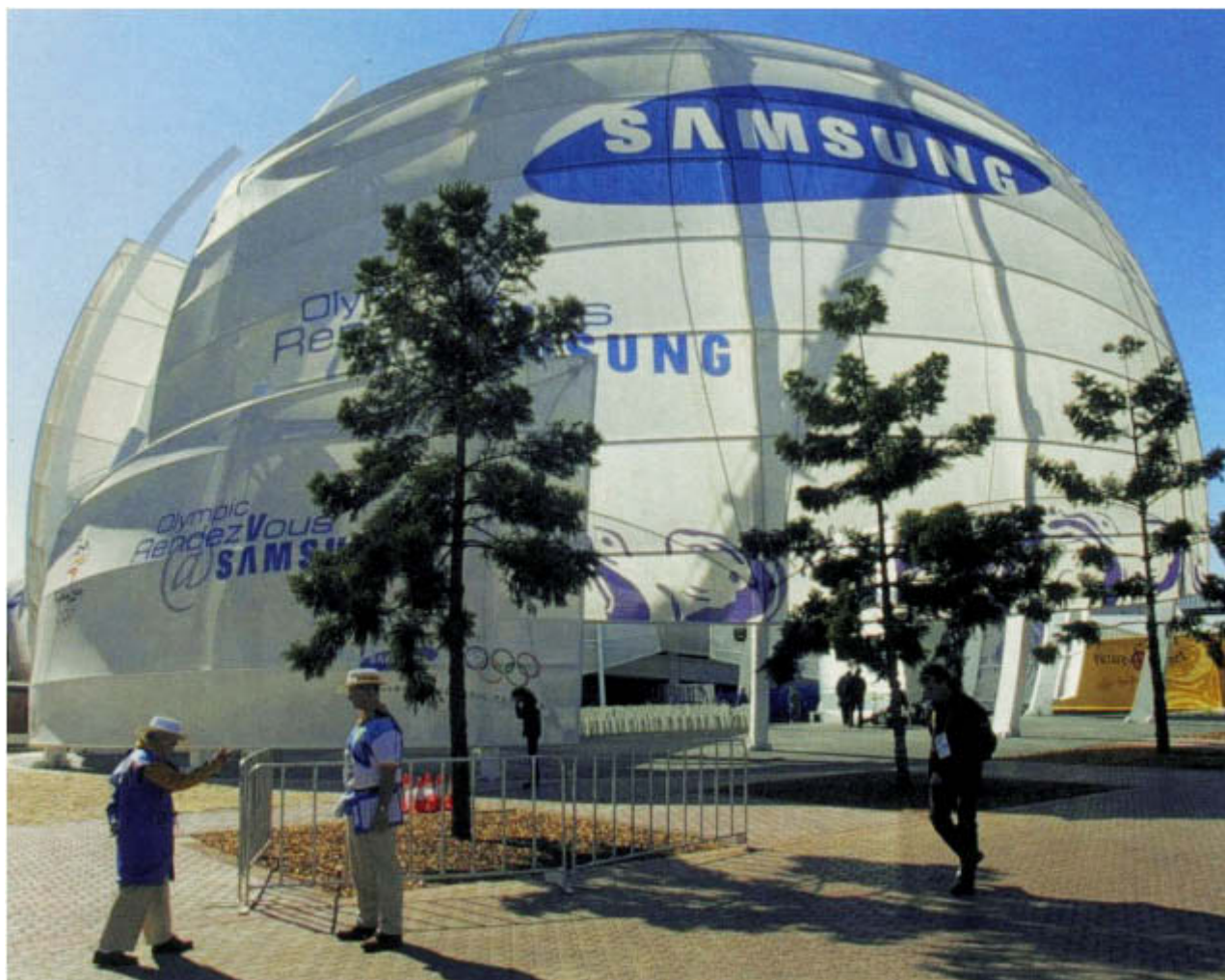
at the international and domestic airport terminals from 13 September 2000. Guests were not accredited, and went through the normal immigration and customs clearance processes, after which they were met and greeted by AFH staff and transported by Salvation Army courtesy bus to the SOCOG Reception Centre, Technology Park, Redfern. Each bus had a guide who welcomed the guests and briefed them on what to expect. Similar arrangements to these applied for guests arriving by road and rail.

At the Reception Centre, guests were registered, issued with a pass for Olympic Rendezvous@Samsung, an accredited entertaining area at Sydney Olympic Park where athletes could meet with family and friends, given a gift pack and introduced to their hosts who then took them home. Guests were responsible for making their own departure arrangements.

The scheme was well organised and host recruitment was very successful, with 2139 accepted applications. Initial planning in 1999 assumed 4500 guests and 3000 hosts as a best estimate, but final numbers of guests were not known until quite close to Games-time. By July 2000 the expected number of guests had been reduced to 3000. The final number was 1459 from 70 countries, and many designated hosts were not allocated a guest. This was a major disappointment for potential hosts and no clear reason for the lower-than-expected take-up of the offer has emerged. Nevertheless, a substantial number of families were able to attend the Games and the potential of such a scheme was demonstrated.

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TONY LEWIS/SPORT

20. Penny Heynes, South African swimmer, poses with her family and the Australian hosts who took them into their home, the Jerepetritis'. Samsung Athletes Family Host needed about 4000 homes to accommodate athletes' family members
21. The Olympic Rendezvous at Sydney Olympic Park served as a meeting point for athletes and their families during the busy days of the Games





SOCIAL INTERACTIONS AND IMPACTS

Indigenous Relations

Olympic Co-ordination Authority (OCA) and SOCOG were committed to encouraging the participation of indigenous peoples in the preparation and staging of the Sydney 2000 Games. Through a wide variety of artistic, ceremonial and sporting activities, the Games showcased to the world the rich and diverse cultures of Australia's indigenous peoples, with special employment initiatives increasing indigenous involvement. The process contributed to an important social and cultural development in Australia known as Reconciliation.

Prior to Sydney being awarded the Games, the Bid Committee sought support from indigenous communities in New South Wales as it was recognised that Australia's cultural diversity would be one of its strongest selling points, especially the unique cultural attributes of the indigenous peoples of Australia, members of the world's oldest living culture.

The Bid Committee assured the NSW Aboriginal Land Council (NSWALC) that it would be consulted about the Games. The Sydney Bid Committee included Aboriginal activist Dr Charles Perkins, a former Secretary of the Federal Government's Department of Aboriginal Affairs. Former tennis champion Evonne Goolagong Cawley also contributed to the success of Sydney's Bid.

In addition to consultation, the Bid Committee made a number of commitments as part of its request for NSWALC support, including: Aboriginal culture would figure prominently in the Olympic Opening and Closing Ceremonies and in the Olympic Arts Festivals; NSWALC would oversee the merchandising, licensing and copyright of Aboriginal arts and crafts; Aboriginal and Torres Strait Islander peoples would play a significant role in the Olympic Torch Relay; and specific employment opportunities would be provided for Aboriginal workers in the preparation and staging of the Olympic Games. The Committee also sought advice on a permanent site for an Aboriginal Cultural Centre as a legacy of the Games.

After SOCOG was established, the Bid Committee's commitments to indigenous peoples were carried through in varying degrees by SOCOG's Aboriginal and Torres Strait Islander Relations Program, established in April 1997, and by initiatives of OCA after its creation in June 1995.

SOCOG also formed the National Indigenous Advisory Committee (NIAC) which met for the first time in March 1998. The former Chairperson of the Aboriginal and Torres Strait Islander Commission (ATSIC), Dr Lowitja O'Donoghue, chaired the Committee. Membership included 14 prominent indigenous Australians and representatives from peak Indigenous organisations throughout Australia.

The Committee agreed that there were five major SOCOG areas where NIAC input was essential:

- Olympic cultural programs (Olympic Arts Festivals, Ceremonies, Protocols, etc.)
- Sydney 2000 Olympic Torch Relay
- Economic opportunities
- Indigenous media involvement
- Sports program.

Olympic Cultural Programs

The Olympic Arts Festivals had an important role in showcasing indigenous culture. The first Festival, 'The Festival of the Dreaming', 14 September– 6 October 1997, celebrated the world's indigenous cultures and was the first major contemporary indigenous arts festival of its size and kind ever held in Australia.

It opened on the forecourt of the Sydney Opera House with a traditional Aboriginal welcoming ceremony, 'The Awakening Ceremony'. Used frequently in the lead-up to the Games, this is an Aboriginal traditional smoking ceremony carried out to awaken spirits and cleanse the land.

The second Festival, 'A Sea Change' (1998), was a celebration of Australia's cultural diversity and also featured Aboriginal and Torres Strait Islander culture.

The third, 'Reaching the World', gave indigenous cultural performers and art exhibitions an opportunity to travel to all five continents, inviting people of the world to Australia for the Sydney 2000 Olympic Games. A highlight of this festival was

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1. *Djakapurra Munyarryun, an Aboriginal songman, was a leading character in the Opening Ceremony, underlining Sydney's commitment to involve Australia's indigenous community in the Games*
2. *A lone protester waves the Aboriginal flag at Bondi Beach. One of SOCOG's main principles was to promote the unique attributes of Australia's indigenous peoples and to encourage their participation in the staging of the Games*



JEREMY PIERFAIRFAX

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DAVID LEAHALLSPORT

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GREG GARRY/SOCOG

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ALEX HESSE/SOCOG

3. The Opening Ceremony with its extensive Aboriginal segment linked Australia's modern and traditional cultures in a dramatic performance

4. The torch relay offered another opportunity to include indigenous cultures in the Olympic events, with many Aboriginal torchbearers along the way and the two most significant positions – the first and last runner in Australia – held by two female Aboriginal athletes

5. The Aboriginal and Torres Strait Islander's flag was flown in six prominent locations throughout the city and Sydney Olympic Park

the Aboriginal Memorial Arts Exhibition at the Olympic Museum in Lausanne, Switzerland. The exhibition consisted of 43 ceremonial poles from Raming and Central Arnhem Land artists.

The last Festival, the 'Harbour of Life', commenced in Sydney with a series of indigenous ceremonies at the Aboriginal community of La Perouse, the Royal Botanic Gardens and the Opera House. The Tubowgule (Meeting of the Waters) ceremony included references to Sydney's original inhabitants, the 'salt water people'.

Opening Ceremony

The cultural program brought Australian indigenous cultures to a wide Australian and international audience, most dramatically and tellingly through the Opening Ceremony. Powerful images and strong performances by many indigenous people performing their traditional dances as part of the Ceremony illustrated the place they fill in the history of this land and in its present.

Their status as traditional owners of the land was acknowledged at the beginning of the Opening Ceremony when the Chairs of the Sydney Aboriginal Land Councils joined on stage to perform a 'Welcome to Country' for all those present. This acknowledgement had been included by OCA in the opening of all the facilities built for the Games. SOCOG opened all major Olympic Games events with an indigenous welcoming ceremony, including welcoming athletes to the Village.

The Sydney 2000 Olympic Youth Camp (OYC) provided yet another opportunity for indigenous involvement. The Australian

Olympic Committee (AOC) hosted the Youth Camp, which included four Aboriginal participants and six Aboriginal OYC leaders. Australia's first Aboriginal Olympic Games gold medallist, Nova Peris-Kneebone, Atlanta 1996, Women's Hockey, was the first athlete in Olympic Games history to design a commemorative Olympic Games coin. She designed two coins depicting Aboriginal heritage and culture that were sold world-wide.

Flags

Perhaps the most frequently discussed indigenous issue concerned the flying of the Aboriginal and Torres Strait Islander flags at Games-time. The IOC Coordination Commission's Chairman, Dr Jacques Rogge, publicly stated that the flying of the Aboriginal and Torres Strait Islander flags was an issue for SOCOG to decide, but that the flags should not be displayed at the Opening Ceremony or during medal presentations. NIAC proposed a number of locations, including: Sydney Olympic Park, the Olympic Village, the Sydney Opera House, Darling Harbour, and the Equestrian Centre at Horsley Park.

Given the importance of the issue, discussions took place between SOCOG, OCA and the IOC, and in July 1999 the SOCOG Board approved these locations, providing a very visible presence for the flags.

Sydney 2000 Olympic Torch Relay

The Sydney 2000 Olympic Torch Relay provided another important opportunity for Australia to showcase indigenous cultures. About seven per cent of torchbearers were of Aboriginal and Torres Strait Islander heritage and many of the 187

celebration sites along the torch relay route were of special significance to indigenous peoples. Aboriginal and Torres Strait Islander elders gave permission for the torch to visit these sites and Aboriginal Olympic gold medallist Nova Peris-Kneebone was chosen as the first Olympic torchbearer in Australia. She received the Olympic flame at one of the most significant Aboriginal sites, Uluru in central Australia.

Sport

SOCOG and the AOC supported indigenous elite athletes in a variety of ways. For example, in conjunction with the Australian Sports Commission, they established an Olympic Training Centre in Canberra for Aboriginal and Torres Strait Islander athletes, funded in part by SOCOG's Olympic Communicators speakers group, and providing 24 indigenous athletes with scholarships.

Media

The indigenous media network helped to promote indigenous involvement with the Sydney 2000 Olympic Games. The SOCOG Program Manager wrote a fortnightly column for the only national indigenous newspaper, the *Koori Mail*, and was interviewed regularly for the National Indigenous Radio Service's monthly Olympic Games update. The National Indigenous Media Association of Australia (NIMAA) liaised with SOCOG to ensure that indigenous media representatives were provided accreditation for the Games. Olympic reports were sent to remote indigenous communities and, where necessary, translated into indigenous languages. OCA's Aboriginal Strategy Manager also did radio interviews, ensured that initiatives were covered in the *Koori Mail* and liaised directly with Aboriginal communities in Sydney to provide information first-hand to encourage involvement.

The NSW Department of Aboriginal Affairs worked with the SOCOG Program to develop Getting it Right, a media guide on indigenous cultures, political issues and protocols. The Program also managed national and international media requests for information on indigenous involvement with the Olympic Games. Questions were asked, not just about Aboriginal athletes, but also about social disadvantage, land rights, native title, the 'Stolen Generation' Report, and Reconciliation.

Economic Opportunities

SOCOG advertised jobs in the *Koori Mail* and other indigenous publications, worked closely with state and Commonwealth agencies to ensure that Aboriginal and Torres Strait Islander people were afforded employment opportunities and encouraged Aboriginal and Torres Strait Islander involvement in the Volunteers 2000 Program.

OCA also took initiatives to create employment, training and business opportunities for indigenous people in its construction development program. Consultation took place on heritage issues and indigenous people were fully involved in investigating and recording site values before construction commenced. Representatives of the traditional owners of the land were acknowledged and involved in ceremonies on the sites.

To ensure active involvement and maximise opportunities, OCA identified three areas of work at the Equestrian Centre and offered them to a newly formed company, Redfern Aboriginal Corporation Constructions (RACC), on a single tender basis. OCA assisted RACC to complete normal tender process requirements and to set up quality, safety and work procedures plans needed for the business. As a result of this RACC ultimately employed 45 staff on various sites and won an ongoing maintenance contract with OCA as well as numerous contracts with other clients. RACC became an accredited industry trainer and a successful business.

OCA also joined with the relevant federal government department to develop a comprehensive database of Aboriginal people with construction skills, to facilitate their employment in industry. By the year 2000 the database had 181 clients and 58 had obtained employment through it.

Homebush Bay Study

Homebush Bay contains Sydney Olympic Park, the principal Olympic site. Recording the history of this land, including its indigenous history, was an important element of OCA's work.

In a first for Sydney, OCA commissioned the Metropolitan Local Aboriginal Land Council (MLALC) to conduct a research project on the Aboriginal history of the site. MLALC, the elected representatives of the traditional owners of the land, engaged an Aboriginal archaeologist for the work and ensured that all consultation followed community protocols.

The study drew on Aboriginal oral histories and written information and concluded that the area had been a meeting place for Aboriginal people of the Sydney basin. This historical use was in keeping with its new function as Australia's leading recreational and sporting complex.

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6. Another direct involvement of the indigenous community in the Olympic Games was the artwork provided by artists Mayanne Mangatopi and Leon Purujntameri who pose here with the fences they have painted for the Olympic equestrian competition



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7. While in general Aboriginal communities supported the Games, the international attention during that period was also used to voice criticisms. Aboriginal activist Isabel Coe mans the Aboriginal tent embassy in an inner city park

The study report was launched in December 1998 to community acceptance and significant attention from the indigenous media. The consultation processes used for this study generated wider benefits. As a direct result, four of the Sydney Land Councils drafted and signed a treaty to formalise their relationship, the first example of land councils working together in this way.

Olympic Aboriginal Art and Culture Pavilion

In March 2000, OCA and SOCOG entered into detailed negotiations with MLALC for the establishment of an Aboriginal Cultural Centre at Sydney Olympic Park during the Games. This concept had been explored for some time but had not yet reached fruition.

As landowner and developer for the site OCA contracted with Aboriginal Expo 2000, a consortium of Aboriginal groups, to manage and coordinate the project, envisaged as a pavilion.

The Pavilion was housed in a large temporary structure provided by a grant from the Aboriginal and Torres Strait Islander Commission and displayed information about Aboriginal history, cultures and peoples, and Aboriginal

paintings, sculpture and artefacts. Most of these items were for sale and provided valuable exposure for Aboriginal artists as well as showcasing the diversity of Aboriginal Australia.

OCA is negotiating with Aboriginal groups for a permanent facility of this type on the site.

Protests

Through NIAC and OCA's ongoing involvement with MLALC, the Olympic agencies maintained strong relationships with indigenous groups and communities. The overwhelming view of the communities supported the Games and indigenous involvement in them, especially by their athletes. Other developments in Australia at the time also resulted in indigenous peoples using the profile of the Games to highlight issues affecting them and to protest against actions and policies of the Federal Government.

A tent embassy was established in a park close to Sydney's CBD, protest demonstrations were held at various locations and the media, particularly visiting journalists, were encouraged to cover the events. The protests focused on issues of concern to indigenous people, not on the Games. The right of indigenous groups to protest was acknowledged and the NSW Police, which also had responsibility for Games security, dealt with the situations as they would normally. The result was peaceful but vigorous protests with no disruption to the Games.

Multicultural Communities

Australia has one of the most culturally diverse societies in the world. The country's policy of multiculturalism, which is recognised by all levels of government, has become a world role model in social policy.

Acceptance and celebration of diversity played its part in attracting the Games to Sydney, which was perceived as a cosmopolitan, international host. The winning Bid presentation to the IOC, in September 1993, stated, "Australia's unique experience in creating a multicultural society of remarkable tolerance and harmony, together with the warm relations we enjoy with other countries, will go a long way to ensuring that all Olympic nations will enjoy, in safety, both the Games and one of the most beautiful and exciting cities in the new world."

SOCOG valued productive diversity and made a significant effort to use it to add value to the Games preparations. Productive diversity recognised that Australia's diverse communities generated a value-added benefit to the nation and the Games by utilising their language skills, cultural knowledge and overseas networks.

Multicultural Advisory Committee

In recognition of the significant part Sydney's multicultural community played in supporting the city's bid for the 2000 Games, the NSW Premier, The Hon Bob Carr MP, and the SOCOG Board announced, in December 1996, the appointment of a 15-member Multicultural Advisory Committee



NICK WILSON/SPORT

(MAC) chaired by Stepan Kerkyasharian, who was chair of the NSW Ethnic Communities Council. The Committee's brief was to make recommendations to and advise the President and Boards of SOCOG and Sydney Paralympic Organising Committee (SPOC). Members of the MAC were initially appointed for a period of two years, which was extended until the conclusion of the Paralympic Games. Members were appointed on the basis of their proven expertise in and commitment to multicultural Australia, rather than as representatives of specific communities. In addition to attending meetings, members made themselves available as speakers representing SOCOG and assisted in numerous working groups and Games preparation activities. They received no remuneration.

The MAC aimed to assist in making the preparations, and the Games, reflective of Australia's culturally diverse society and to ensure that the country's multicultural community participated fully. It met on a monthly basis up until October 1999, when it began meeting bi-monthly, after concluding that its major policy input had been made by that time.

As Sydney 2000 became operational, the MAC input shifted from broader policy matters to more pragmatic issues. Its 33rd and final, formal meeting was held on 14 June 2000, when it determined that it would only reconvene on an as-needs basis.

The MAC developed a strategic plan to ensure that all key SOCOG Programs incorporated the needs of Australia's diverse community in their planning and operations. The plan was predicated on mainstreaming, whereby any multicultural dimension to a Program was woven into its fabric, rather than being an add-on factor.

Throughout its term the MAC met and consulted with SOCOG executives and Program Managers on an as-needs basis. Members were appointed to other SOCOG committees such as the Volunteers Advisory Committee and the Samsung Athletes' Family Host Advisory Committee. This ensured that key Programs took into account the value of sourcing the skills and expertise of Australia's many ethnic communities.

Games-time

Eight members of the MAC participated in the 'Mayors for the Day' project, assisting in protocol activities and the formal welcoming of Olympic teams in the Olympic Village. All but two of the members ran as torchbearers. This went some small way to ameliorate the MAC's disquiet that the torchbearer selection process, while seemingly democratic and community-based, did not appear to result in an adequate representation of the multicultural community.

Multicultural Affairs Program

The benefits to an Organising Committee for the Olympic Games (OCOG) of having a Multicultural Affairs Program, and the need for one, depend on the nature and character of the host city. The more culturally diverse the host city, the greater the value in having a dedicated Program. In the case of Sydney, which is home to a vast array of languages, cultures, religions and lifestyles, and to formal institutions that recognise



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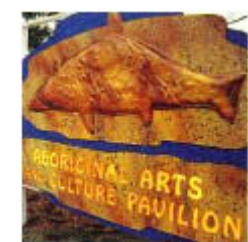


and celebrate diversity, the Multicultural Affairs Program mirrored the external environment. The creation of the Program established new ground, in that it was a first for an OCOG. From Australia's and Sydney's point of view it was wholly appropriate and was strongly promoted by the Premier of NSW.

SOCOG's Multicultural Affairs Program which was established in May 1997, supported the MAC, provided expert advice to SOCOG on multicultural affairs and facilitated the involvement of Australia's diverse communities in Games-related activities. This was achieved by two strategies. The first was to ensure access and equity. Government and SOCOG policy determined that the multicultural community should, like any other section of the community, fully participate in Games preparation and in the Games themselves. Secondly, it was important to advise SOCOG managers of the practical value which embracing cultural diversity could bring to their programs.

The Divisions and Programs to which a multicultural perspective was particularly relevant were the torch relay, Ticket Marketing, Volunteer Recruitment, Samsung Athletes' Family Host 2000 Program, NOC Services, Villages, Arts Festivals, and Communications and Community Relations. Each of these was proactive in reaching out to multicultural Australia. However, the greater the commercial imperative underpinning a SOCOG program, the less interested it was in matters of this kind.

One glaringly obvious omission was the absence in almost all program budgets of any contingency for public relations and advertising targeting the multicultural community. A number of significant campaigns of this nature were financed from the CEO's contingency fund.



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8. Juan Antonio Samaranch talks with young Aboriginal performers in the Olympic Village

9. The Aboriginal Arts and Culture pavilion at Sydney Olympic Park allowed Aboriginal artwork and culture to be showcased to a wide international audience. The pavilion housed information reflecting Aboriginal history and culture and doubled as a retail outlet for Aboriginal artists

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In working across SOCOG the Multicultural Affairs Program assisted other Programs with multicultural strategies, such as working with Villages through the ethnic press to identify possible sources for bilingual hospitality workers; assisting NOC Services to identify bilingual NOC Assistants; assisting Ticketing to develop an advertising and public relations campaign to reach the multicultural market; providing Public Information to ensure response in languages other than English at the call centre; and assisting Competition Managers to promote test events and the Games.

Community Briefings

Multicultural Affairs undertook an extensive program of community briefings designed to inform ethnic community representatives on Games preparations and opportunities for involvement. Meetings were held at Sydney 2000 Headquarters, in state and territory capital cities, and in key NSW regional centres. In all locations, SOCOG was assisted by peak government and community organisations.

In tandem with the community briefings, the Program reached out to the multicultural community by attending significant community events across Australia. This raised enthusiasm and interest in the Games, allowed for the dissemination of information material and provided another avenue for Volunteer recruitment. Community briefings and attendance at community events mainly occurred during 1998 and 1999. The Program attended 14 major community events and presented 10 community briefings.

Community Newsletter – MOSAIC

MOSAIC, a newsletter of Games information, was posted to approximately 3000 ethnic community organisations and media outlets across Australia. A four-page, full-colour journal, it was issued on a four-monthly basis from March 1998. It contained key Games messages and content selected with a bias towards sports and Games activities of particular interest to sections of the multicultural community. Eight editions of *MOSAIC* were produced, the final doubled in size to accommodate the volume of material received from contributors.

Ethnic Media

Australia has one of the most sophisticated and extensive ethnic media networks in the world, and SOCOG developed close links with both print and radio broadcast journalists. From May 1999, a three-minute Olympic Games update was broadcast nationally twice a month in nine community languages on SBS Radio the government-supported Special Broadcasting Service. SBS translated the material into Arabic, Cantonese, Croatian, Greek, Italian, Korean, Mandarin, Serbian and Turkish for broadcast.

The Multicultural Affairs Program advocated that the ethnic media be allotted a level of accreditation commensurate with the multi-cultural community's place in Australian society, and worked to ensure that the local ethnic media were invited to submit expressions of interest for Games-time accreditation with 25 accreditations issued.

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SOCOG

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GEORGE FARRELLIA TALKING PICTURE PRODUCTION

10. The Multicultural Program was involved in an anti-racist campaign labeled "Living in Harmony", which was promoted by athlete Nicole Stevenson, Also Pennini and Lex Marinos from SOCOG's Multicultural Advisory Committee
11. A group of Australian schoolchildren represent the country's multicultural society. A postcard made from this image was distributed to all athletes at the Olympic Village

In April 1998, a six-minute video called *A Games For Everyone*, designed to demonstrate SOCOG's multicultural commitment, was launched for use as an adjunct for speakers at promotional events and in various exhibitions and displays. A second, two-minute video was produced in May 1999.

Community Hospitality Project

In March 1999, the Premier of NSW announced the establishment of a Community Hospitality Project based in SOCOG's Multicultural Affairs Program and a first for a host city, to promote inclusive community participation in the Games.

The project supported communities that had already begun working on individual proposals and encouraged other communities to consider providing hospitality at Games-time. The original concept of visitor drop-in centres was broadened to ensure that the term 'visitor' included all people coming to Sydney for the Olympic Games – tourists, media, athletes and their family members and officials.

Twenty communities hosted a variety of projects, allowing people to 'touch' the Games by actively supporting and meeting Olympians. For countries with small teams and few home-country spectators, having supporters in the host city contributed considerably to their experience of the Sydney 2000 Olympic Games. The participating communities were Chinese, Croatian, Egyptian, Filipino, Ghanaian, Greek, Hungarian, Indian, Indonesian, Italian, Japanese, Jewish, Korean, Lebanese, St Lucian, Scandinavian, Scottish, Swiss, Thai and Ukrainian.

It is doubtful that anyone could have foreseen the degree of warmth and friendliness, the sense of community and the willingness to cooperate of Sydneysiders during the Games. This was enhanced by the city's multicultural community, who demonstrated to the Olympic Family, the world, their fellow Sydneysiders and themselves the integral effect they have had in making Sydney truly cosmopolitan. The program's outcomes, which sought to acknowledge and embrace cultural diversity, have set a new benchmark for Games-time hospitality and the recognition and acceptance of cultural differences. In recognition of the value of the Program, the Chair of the MAC, Stepan Kerkyasharian, was awarded an Olympic Order by the President of the IOC on 10 September 2000.

Assessment of Social Impacts and Programs

Staging an event the scale of the Olympic Games can bring many opportunities and positive benefits. Equally, it has the potential to create negative impacts unless the whole of the impact of the event is assessed and appropriate strategies put in place. This is also true for maximising the benefits events such as the Games can bring.

The NSW Government's strategy for managing Olympic-related social impacts commenced shortly after Sydney was selected as the Host City for the Olympic and Paralympic Games, with consultants being commissioned to undertake a preliminary social impact assessment.



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ROGER SCOTT/SOCOG

The resultant report, *Preliminary Social Impact Assessment of the Sydney 2000 Olympic and Paralympic Games*, was published in 1995 as the first step in a process of social impacts management and planning. The report made 37 recommendations in the areas of planning and management, security and civil liberties, finance, environment protection, housing and visitor accommodation, sport and recreation, transport, cultural program, training, employment and the volunteer program, disability issues, health care, cultural diversity, community services, ticketing and media coverage, consumer protection, metropolitan and regional effects.

Shortly after this, the Premier placed responsibility for the management of Games-related social impacts with relevant Ministers within their respective portfolios and requested that the Minister for the Olympics coordinate activities and report back on a six-monthly basis.

In 1996 the OCA established the Social Impacts Advisory Committee (SIAC) to provide advice and recommendations for appropriate strategies and actions on a broad range of matters relating to the assessment and management of social impacts of the Games. SIAC included representatives from government agencies, non-government, organisations and local government, and was chaired by the General Secretary of the Uniting Church in Australia.

OCA liaised with relevant NSW government agencies with responsibility for the management of social impact matters and monitored progress. It provided six-monthly reports to the Minister for the Olympics and the Premier on the status of those issues. The social impact work that was undertaken has provided Sydney, and indeed the whole state of New South Wales, with numerous legacies in several fields.



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SOCOG

12. Sydney's Chinese community in particular continued its support of the Olympic Games by participating in the Community Hospitality Project, along with 20 other ethnic communities

13. A variety of multicultural festivals are staged annually in Sydney. Members from the Multicultural Relations Program took advantage of these to promote the Olympic activities





BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

Sport and Recreation

A lasting social impact of the Sydney 2000 Games will be the permanent legacy created for the people of New South Wales of new sporting and recreational facilities, venues which families and individuals can enjoy for generations to come. The future operation of these facilities will be monitored to ensure their continued availability to people generally.

Another legacy is that people with disabilities have easy access to the new venues as a result of strict access guidelines implemented in their construction. Relevant peak bodies representing people with disabilities and users' representatives were closely involved in their planning, design and construction to ensure that everyone had easy access to venues, transport and amenities.

Employment and Training

The staging of the Olympic Games provided great benefits to the people of New South Wales in terms of training and employment opportunities. In particular, the tourism, hospitality, building and construction, retail, transport and property services industries were identified as having a significant Olympic impact with enhanced employment opportunities, particularly for young people.

One initiative was a A\$10 million Training Strategy for the Building and Construction Industry. The strategy was undertaken in four phases between 1997 and June 1999 and provided more than 12 000 additional training places. Training strategy funds were allocated to registered training organisations, selected through public tender, for provision of skills shortages training identified through extensive industry consultation. The shortage areas identified were in building and construction and related utilities, and in the electricity industry.

To assist the process, OCA established a Skills Centre on the main Olympic site at Homebush Bay, offering a range of common skills training.

Housing and Accommodation

Housing and accommodation issues were managed through strategies aimed at improving support services and the supply of emergency accommodation and low-cost housing to the people of New South Wales. Because of existing institutional arrangements, much of this work was done through state government agencies.

The Department of Fair Trading for example, undertook measures to monitor and detect any Olympic-related impact on the tenancy market in the lead up to the Games. The Department of Housing and OCA developed a plan to ensure that homeless people who sleep in public places continued to have access to essential support services and were treated sensitively and appropriately during the Games. Dealing with such matters involved productive coalitions between government agencies, welfare groups, Olympic organisers and the police, and were in themselves valuable legacies of the process.

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BOB PETERS/OLYMPIC ROADS AND TRANSPORT AUTHORITY

14. The Athletics Centre, one of the many sporting legacies left behind by the Olympic Games, is used for a broad range of athletics competitions

15. Sydney organisers were committed to setting new standards in accessibility, which was reflected in the design of venues and transport facilities



assistance to create opportunities for training and employment of Aboriginal people. The building company, RACC successfully completed projects at a number of Olympic venues and has secured its future as an Aboriginal business enterprise (see Indigenous Relations, this Chapter).

An integral element of the Aboriginal strategy was OCA's acknowledgment of the interests of indigenous communities in the land and its history. All official events at Olympic venues followed Aboriginal protocol and included a 'Welcome to Country' by the elected custodian or a descendant of the traditional owners of the land where the event is held. This recognised prior ownership of the land by Aboriginal people and respects their relationship to the land and directly involved them in the life of the venues.

Accessible Transport

As part of its planning, Olympic Roads and Transport Authority (ORTA) developed a comprehensive transport strategy for people with disabilities, including: low-floor accessible buses on all Olympic routes; special zones near venues for private drop-off and pick-up for spectators with disabilities; and a special shuttle service on the internal loop road at Sydney Olympic Park. These services and the experience gained will improve future access to transport in Sydney and New South Wales.

Consumer Protection

One of the benefits of the Games was additional opportunities for business through the anticipated increase in international and domestic visitors. This situation has the potential to attract those looking for quick profits without regard to the needs or rights of others.

The NSW Department of Fair Trading developed a consumer protection strategy aimed at preventing illegal or unfair business conduct. It included: ongoing monitoring of the market place; close liaison with federal/state/territory consumer protection agencies on compliance issues relating to the Games; development of consumer and trader education and awareness strategies to reduce risks; improved customer service levels through cooperation with the Tourism Council of Australia and Retail Traders Association; and a special compliance team to respond to intelligence received including complaints from consumers and traders.

These measures were in addition to provision made specifically for consumer ticketing matters, which is covered elsewhere in this report.

Metropolitan and Regional Benefits

The NSW Government ensured business benefits flowed into the state and Australia by maximising the opportunities provided by the spotlight of the Olympic Games, and promoting the sharing of these benefits with regional businesses.

In June 1995 the Government established the Olympic Games Business Roundtable (OBRT) to use the Olympic

Games to promote Australian business. The Roundtable developed programs focused on presenting a high-profile business image for Australia, attracting investors, showcasing technologies and skills, and using Games projects to improve business. Some of the key programs were Investment 2000, which aimed to attract companies to invest and locate in Australia as part of their Asia-Pacific strategies; Business Club Australia, which engaged an international business audience with targeted business programs under the brand name Australia Open for Business; and the Australian Technology Showcase, which was an online showcase of innovative Australian companies to demonstrate industry capability. These initiatives were judged to be very successful.

The NSW Department of State and Regional Development established an Olympic Business Information Service (OBIS) to collect and disseminate information on Games-related contracts and ensure that smaller businesses had access to tendering information.

Regional businesses secured contracts valued at over A\$250 million in Olympic construction and associated activity. Regional New South Wales and outer metropolitan areas of Sydney also benefited from sporting teams conducting pre-Games training at various sporting facilities and venues throughout New South Wales. Over 60 individual teams committed to training within the state.

Overall, the initiatives managed by a range of government agencies, the input of SIAC and the ongoing liaison and reporting undertaken by OCA, ensured that identified social impacts of the Games were properly managed and emerging issues were identified and addressed. The program was seen as essential to maintaining social and community values during a period of high stress for many systems.

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16. Children at an Adelaide school are educated to respect other cultures and ethnic groups, assuring Australia's future as a tolerant multicultural society



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OTHER GOVERNMENTS

Whilst most Games preparation was undertaken by the Olympic agencies that made up Sydney 2000, other Australian state, federal and local government agencies were indispensable in the delivery of needed Games-time services. The services they provided reflected the responsibilities that the differing levels of government have in Australia's federal system.

Within SOCOG the mechanism for managing these relationships was the Government Relations Division, formed in January 1997, and reflecting Australia's three-tiered system of government and the international nature of the Games. The division's program aimed to address all relevant issues in relation to governments and their agencies, and to ensure SOCOG had an effective and cooperative relationship with each level of government. This led to securing:

- a Memorandum Of Understanding (MOU) between New South Wales and the Federal Governments, for the provision of vital services to assist SOCOG in the staging of the Games
- appropriate treatment of SOCOG under Australia's evolving taxation policy, both federal and state
- support by the Australian diplomatic service for managing potentially sensitive political issues which might impinge on the Games and Sydney 2000's ability to meet its obligations to the Olympic nations
- facilitation by local government of volunteer recruitment, marketing of Olympic tickets and staging of the longest torch relay in Olympic history.

The government relations area sought to minimise the potential for wider issues to emerge and possibly disrupt the Games and ensured attention to Olympic-specific matters which may give concern to specific community groups, for instance use of indigenous images, zoning arrangements for venues, transport and traffic issues. Other Olympic agencies, particularly Olympic Co-ordination Authority (OCA), worked with the various government agencies at all levels within normal government to government arrangements or special provisions put in place to ensure effective coordination in the complex and often sensitive operating environment.

Federal Government Relations

The relationship between the Federal Government and SOCOG was originally predicated on arrangements negotiated during the development and presentation of the Bid. At the time of the Bid, the Federal Government made a number of commitments, many of which were based on its constitutional responsibilities in areas such as customs, immigration, transport and communications. The commitments included:

- the facilitation of entry to Australia by members of the Olympic and Paralympic Families
- the extension of Medicare benefits to members of the Olympic and Paralympic Families

- the admission of goods for use at the Games, using simplified customs procedures and without the payment of sales tax or customs duty
- exemption from income tax for non-residents working at the Games
- legislation to protect the sponsorship and marketing revenues of the Games from ambush marketing.

SOCOG's initial requests for additional support from the Federal Government were piecemeal and did not always take into account the Government's established policy positions or regulatory arrangements. The change of Federal Government in March 1996 resulted in significant changes to the operating environment. SOCOG had relied on strong but informally expressed commitments made by the former government in the Bid and early development phase. In mid 1997, the Federal Government determined that, as a general principle, wherever practicable, user charging/cost-recovery arrangements were to be put in place and charges should reflect full cost.

When the Federal Government and SOCOG were unable to agree on the cost of the service, the Federal Government considered whether it would deduct from any grant the difference between what SOCOG was prepared to pay and what it considered to be a reasonable price for the service. Where SOCOG had not requested a service be undertaken, but the Federal Government considered it to be integral to the staging of the Games and one for which cost recovery should be pursued, the same process applied. In SOCOG's view this approach was inconsistent with the commitments made by the Federal Government during the Bid process and seemed not to recognise the projected revenue boost of the Games to tax revenue.

To progress negotiations, SOCOG identified and quantified the nature and costs of goods and services that it would be

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1. *An International Service for Peace and Fallen Olympians, coordinated by the Government Relations Program in consultation with the Returned Services League, was held in Hyde Park a week before the Games, bringing together Olympic and Australian Government dignitaries*
2. *Juan Antonio Samaranch and Bob Carr, Premier of New South Wales, arrive at the service through a guard of honour, formed by the flags of all nations*



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ADAM PRETTYMALLSPORT

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- 3. The arrival of an international consignment of 237 horses at Sydney airport was the outcome of the biggest quarantine exercise in Australia's history
- 4. The Australian Government provided a number of services in the preparation and staging of the Games, including customs, quarantine, border control and defence



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seeking from the Federal Government. A checklist of support items, services, facilities etc. was developed, as well as a range of possible services or benefits that SOCOG could provide to the Government. In late 1997, SOCOG offered the Federal Government a partnership, which would provide it with all the benefits offered to major sponsors. The Government declined this offer, determining that the cost, estimated at some A\$70 million, was too great.

In February 1998, the Federal Government established a whole-of-government policy position and supporting structure and created the Sydney 2000 Games Coordination Task Force, located in the Department of Prime Minister & Cabinet. This provided a single point for high-level negotiations, which allowed the matters under consideration to progress. Given the inter-Governmental nature of the negotiations, finalisation of the process was undertaken by the Director-General OCA on behalf of the NSW Government and Sydney 2000. These and other negotiations with the Federal Government created some tensions for a period, which were ultimately resolved in agreement for the provision of services to the Games.

Sydney 2000 was also assisted by the formation of specific Olympic co-ordination units within federal agencies, such as Customs, Immigration and the Defence Force, which provided services.

Memorandum of Understanding

The Federal Government negotiated directly with the NSW Government and offered to provide A\$30.79 million to be used on specific services and facilities by SOCOG, in support of its staging of the Games, which could be provided by either federal agencies or other organisations.

SOCOG in return provided the Federal Government with support in areas such as accommodation, protocol, accreditation and promotional activities in support of national objectives, trade, tourism, investment etc. In addition, the agreement allowed the Federal Government to purchase a significant number of tickets and a suite in both the Stadium and The SuperDome. The arrangements governing this agreement were detailed in a MOU signed by the Prime Minister and the NSW Premier in December 1998.

The MOU formed the framework for the Federal Government's relationship with SOCOG for services and facilities that were not its statutory responsibility. It defined the type and value of the services that the Federal Government was prepared to provide and limited its direct financial commitment to SOCOG to A\$30.79 million. It allowed SOCOG to use the funds to purchase services, facilities etc. from federal agencies or other organisations. It also stipulated that the provision of service by a federal agency would require a formal agreement between the specific agency and SOCOG.

In hindsight, the process would have benefited from formalising commitments and/or arrangements as early as possible and clarifying whether the service required was a core constitutional or legal function of Government (such as Customs and Immigration services), or a service for which charging is standard practice (such as radio spectrum licenses and tailored weather forecasting, and to reflect this in the documentation).

Agreements Made

The Australian Communications Authority: To provide radio frequency spectrum planning, including licensing and frequency assignment work, fieldwork involving interference investigation and the audit of devices and venues and an audit of telecommunications cabling and equipment to ensure a high degree of compliance and, therefore a minimum of risk in terms of public safety and radio interference. The cost was agreed at A\$4 million. The agreement also included A\$1.2 million for SOCOG to purchase radio frequency spectrum for its own use.

Australian Quarantine Inspection Service: To facilitate the arrival, quarantine and re-export of an estimated 270 horses for Olympic equestrian events. The services included assistance on the design and construction of the Horsley Park equestrian facilities and supervision of its operation as an animal quarantine station. The cost was agreed at A\$1 million.

Australian Sports Drug Administration: To provide training services to SOCOG's doping control volunteers. The cost was agreed at A\$28 350.

Bureau of Meteorology: To provide venue specific weather observations and forecasts tailored to the needs of individual sports for the Games, the sailing trials in 1998 and the test events in 1999 and 2000. The forecasts covered all locations where Games events were held. The service delivered: forecasts of temperature, humidity, rain and winds out to 48 hours at three hourly intervals; forecasts in more general terms three to five days ahead; severe weather warnings and updates at 20 minute intervals; and updates



SOCOG

where competitions were affected by rain and wind delays. Historical data for the September/October period was also provided. A cost of A\$1.686 million was agreed.

Department of Immigration and Multicultural Affairs: To develop an electronic link and computer system to facilitate the exchange of data between SOCOG and Commonwealth Department of Immigration and Multicultural Affairs (DIMA). The link allowed DIMA to check all Olympic and Paralympic family members against both a name/document warning list and security profiles of federal agencies. The results were quick, paperless decisions on authority to travel, enhanced Games security and border-integrity and single accreditation cards for the Games. A cost of \$A610 000 was agreed. An agreement was also concluded with DIMA for its translating and interpreter service to support the SOCOG operated multilingual switchboard. A cost of \$A14 per call was agreed and a maximum \$A120 000 of MOU funds was allocated to cover the cost.

Australian Defence Force: Defence required that any uniformed personnel working with SOCOG remain under Defence command and control. The conclusion of agreements for Defence personnel was interrupted by the deployment of the Defence resources in East Timor. Personnel worked at the Games in the following positions: 200 Drivers, 15 Logistics Managers and 41 Venue Communications Centre Manager/Supervisors

Additionally, Defence provided significant support for Ceremonies at no cost. The contribution included:

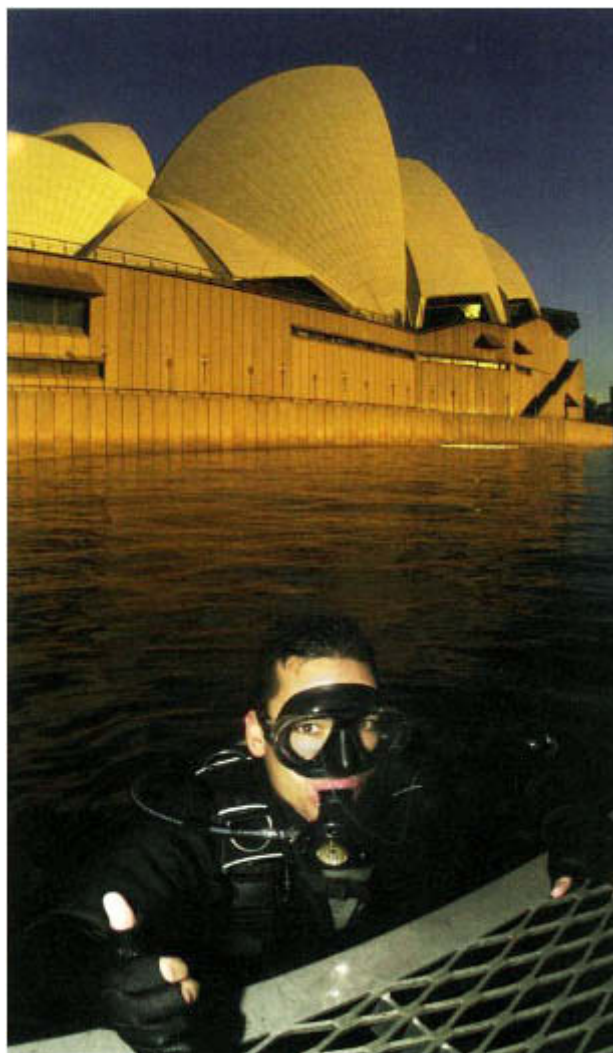
- Defence bands scoring and recording national anthems
- Defence bands participation in performances in ceremonies and Common Domain
- Royal Australian Air Force providing fly-past capability, and
- support and training for flag raising.

The Defence Estate Organisation concluded agreements with the OCA for a number of Defence properties for use during the Games. The cost of these storage facilities was covered by MOU funds. SOCOG negotiated directly for cruise liner berths and other dock space at the Defence facility at Garden Island, Sydney Harbour.

Entry to Australia

Considerable work was undertaken by Government relations in cooperation with the DIMA to find a way of achieving the IOC's requirement for entry by Olympic Family Members to Australia. In consultation with the Accreditation Program, DIMA developed an Olympic Travel Authority which interfaced with the SOCOG accreditation system.

In the weeks prior to the opening of the Olympic Village and right up to the Opening Ceremony, intensive activity took place to ensure that international airlines and key international transit airports understood and respected the special Olympic arrangements. Both the Federal Government and SOCOG issued notes to airlines and relevant third Government authorities. Of the 40 000 Olympic Family members who entered Australia for the Games very few encountered any serious difficulties. This contributed to fulfilling Sydney 2000's obligations to athletes and created a warm and positive start to the Games.



AUSTRALIAN DEFENCE FORCE

An exception to the trouble-free access to Australia for the Olympic Family occurred when the Minister for Immigration and Multicultural Affairs took the decision to deny entry to Mr Carl Ching of Hong Kong, a Vice-President of FIBA (the International Basketball Federation), and Mr Gafur Rakhimov of Uzbekistan, a Vice-President of AIBA (the International Amateur Boxing Federation), on character grounds.

SOCOG questioned these decisions with the Federal Government and sought to have them reconsidered, not because it disputed the judgments made on the character of the individuals concerned – SOCOG had no independent information on this – but because it was concerned that the exclusions were inconsistent with commitments made to the IOC by the Sydney 2000 Bid Committee with the support of the Federal Government. The Minister confirmed his decisions, following consideration at the highest level of the Federal Government.

Federal Government Taxation Policy

During the time between the Bid and the Games the Federal Government introduced a significant change in national taxation. The impact of the introduction of a Goods and Services Tax (GST) was wide ranging and had a significant impact on ticket selling operations, as the price of tickets had already been established and approved by the IOC. SOCOG had some success in mitigating the impact of the tax in relations to tickets by bringing the consequences to the Government's attention. The Government, while recognising the

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AUSTRALIAN DEFENCE FORCE

5. A security officer gives a thumbs up for security clearance in Sydney's Harbour. The Australian Defence Force provided a significant service in the security operations for Sydney 2000

6. Cadets are in training for a flag raising ceremony

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national importance of the Games, was not prepared to exempt SOCOG from GST, however it provided significant financial relief by taking on responsibility for meeting SOCOG's GST liability in respect of tickets up to the limit of A\$46.7 million.

Conclusion

The support of the Federal Government in key areas was crucial to the success of the Games and came in a variety of forms. Legislation was passed by the Federal Parliament to stop ambush marketing and the Federal Government also underwrote the cost of taking the Olympic Torch Relay to the nations of Oceania in the Olympic region.

The Federal Government also provided fundings for the aquatic and athletic centres built at Sydney Olympic Park, Homebush Bay, during the bid period and agreed to the sale of the Newington site land to the NSW Government for the construction of the Olympic Village.

Finally, a number of Federal Government agencies struck purely commercial arrangements with SOCOG. Telstra, a Government owned telecommunications company, became a Team Millennium sponsor. The Royal Australian Mint conducted the Olympic Coin Program under license from SOCOG.

Local Government Relations

Local Government is the third tier of Government in Australia and is involved in the management of local areas and the control of land use and building. Negotiation and consultation with local Government is essential for any large event. For the Sydney 2000 Games contact was through SOCOG, OCA and Olympic Roads and Transport Authority (ORTA) and at times all three.

The City of Sydney, a major local government authority, had a special role. The Games were awarded to Sydney and the city, represented by the Lord Mayor, Frank Sartor, was a party to the Host City Contract.

While the main responsibility for preparations by government for the Games rested with the NSW Government, work undertaken by the city was very important to the success of the Games and is described in the next section.

SOCOG government relations established a program for effective relationships with local councils and local government associations throughout Australia and particularly in New South Wales. The program addressed Local Government Association Conferences in each state and provided information on how communities could participate and benefit from the Games. It produced a national local government newsletter, *LOGON (Local Government Olympic Newsletter)* and organised a national tour for the CEO of SOCOG in mid 1999.

Homebush Bay Local Government Liaison Committee

The Homebush Bay Local Government Liaison Committee was established by OCA. The committee met quarterly and involved councils surrounding Homebush Bay. It provided Sydney 2000 with the opportunity to provide information, manage expectations and was a valuable mechanism to ameliorate any adverse impacts on the areas neighbouring Sydney Olympic Park. Councils raised issues of concern to local retailers and residents, such as social impacts, parking, transport, trading hours, and access matters.

The Olympic Mayors Forum

An Olympic Mayors Forum was established and convened by the Lord Mayor of Sydney as a consultation mechanism with local government. The Forum met every three months and consisted of mayors whose local government areas contained Olympic venues and the Director-Generals of OCA and ORTA and the CEO of SOCOG.

Briefings for the mayors and senior staff were provided prior to test events to ensure that they were aware of the impact on their local community. These briefings also provided an opportunity to raise and resolve any issues that might arise prior to, during, or immediately after the test event.

These briefings provided a valuable foundation for the relationship between local government and Games-time venue management teams and also facilitated the acceptance by local Government of the need for OCA and ORTA to exercise special powers during the Games.

Venue Construction and Procurement

In the course of constructing many new venues for the Games and procuring existing facilities and sites as venues, OCA undertook extensive consultation with the relevant local Government authorities while preparing development applications. Under the *OCA Act* these applications were approved by the Minister for Planning rather than by councils, however full consultation was still required.

7. People living in the communities around Homebush Bay were encouraged to visit the site and learn about the facilities, a process designed to create a positive attitude toward the Olympic project



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

In almost all cases the councils and their residents welcomed Olympic venues and cooperated enthusiastically in the process. Issues were experienced at Rushcutters Bay in respect of the Sailing Shore Base because of the impact on resident amenity, and required careful consultation with the community.

The most difficult situation faced was securing Bondi Beach as the location for Beach Volleyball. Throughout 1998 and 1999, OCA, the Government Relations Program and the Venues Division worked to gain the support of Waverley Council to stage the event on the beach.

Some members of the council and the community were extremely concerned about disruption to their neighbourhood and the possibility of long-term damage to the beach. By providing detailed information, attending to legacy issues and including council in the planning phases, Sydney 2000 ultimately secured the support of council. This involved intensive negotiations with the Mayor and General Manager of Waverley Council, regular presentations to the council and public meetings, led by OCA.

OCA entered into formal agreements with Waverley, Bankstown, Blacktown, Woollahra and Ryde to provide land for Olympic facilities and also had agreements with others such as Penrith for provision of Games time services in the urban domain. During the Games OCA and ORTA exercised a range of additional powers in and around venues and in particular the road race routes and surrounds and on Olympic transport routes. These powers were provided under special legislation called the *Olympic Arrangements Act* and included powers over some activities of local councils.

Pre-Games Training

Government relations worked closely with SOCOG's Games Training Program and with each state Government's Olympic Taskforce to ensure local Governments across Australia were made aware of the potential and mechanisms for their communities to attract Olympic teams for pre-Games training. Opportunities for local regions to promote their natural sporting advantages to overseas delegations were provided. For instance, the local councils in the Hunter region of New South Wales secured a number of Olympic and Paralympic teams for pre Games training including teams from Belgium, Netherlands, Ireland, Poland, Saudi Arabia, Iceland, Denmark and Germany, by promoting the region as a whole rather than specific towns and cities within the region competing against one another.

Games Training

SOCOG required Games-time training venues within a 45-minute radius from Sydney Olympic Park. This meant securing facilities at venues that were in popular demand by local communities. For example, to 'lock up' the Warringah Aquatic Centre for the majority of September 2000 had implications for the Warringah Council's revenue raising capacity and the availability of its public recreational resources. These issues were addressed through negotiation and offsetting strategies, for example, by enabling the public to watch Olympians training at selected times.

Metropolitan Councils

Metropolitan and Olympic Transport Councils met at Sydney 2000 Headquarters on a quarterly basis. Councils were involved in setting meeting agendas. The issues discussed included tickets, the torch relay, pre-Games training, business opportunities including procurement, Look of the Games, security, ambush marketing, transport, NOCs, volunteers, and Olympic Arts Festivals.

In addition, for purposes of urban domain and transport planning OCA and ORTA established a range of consultative processes with local Government in each area where Olympic activities impacted on residents and business.

New South Wales Rural Councils

These councils operated through an existing local Government structure known as the Regional Organisation of Councils (ROCs). There were 14 ROCs operating within New South Wales. This network proved invaluable when SOCOG launched the first of the ticket sales. Also, when SOCOG recruited volunteers, these councils provided venues and staff free of charge and assisted to advertise the information sessions. Nineteen sessions were conducted in New South Wales for volunteer recruitment within the 'free Games transport zone' bounded by Goulburn, Shoalhaven, Scone and Bathurst.

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8 and 9. The construction of the sailing shorebase in Rushcutters Bay and Bondi's Beach Volleyball Centre were contentious with some residents and required extensive consultation and negotiation with the local community



8

BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY



9

JOHN GRAINGER/NEWSPIX



10



GREG GARAY/SOCOG

Torch Relay

The Government Relations Program supported the Torch Relay Division in negotiations with local Government for the torch route and celebration sites. Every council on the torch route was contacted to ensure that they understood the objectives of the torch relay team, the ways the local communities could become involved, and the process for determining runners and the route. In this way a sense of ownership of the relay was engendered to local communities throughout Australia.

The Government Relations Program assisted the torch division to negotiate the Principles of Cooperation between the division and each council along the torch route. It participated in Torch Relay Working Committees across Australia and particularly in regional New South Wales, to ensure a consistent approach by SOCOG to local Governments and their communities. The program joined with the torch division to provide specific briefings for all the councils hosting celebrations, emphasising the role the council would play in garnering local community support for the relay.

Business Opportunities

Local Governments throughout Australia were alerted to the business opportunities afforded by the Games. Forums were held in Newcastle, Central Coast and Wollongong to outline how local businesses could tender for Games contracts. This was very successful, with all three areas winning Games contracts and ongoing business opportunities. Nor were the benefits restricted to the regions surrounding Sydney.

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GREG GARAY/SOCOG

International Service for Peace and Fallen Olympians

In consultation with the NSW Returned Services League, the Government Relations Program was responsible for developing and managing the inaugural International Service for Peace and Fallen Olympians. As such a service had never previously been held, this required significant liaison with the AOC, the NSW Government, the IOC and the City of Sydney host city. The Service was held in Hyde Park, Sydney on the 8th September, 2000 with the IOC Executive and the Chefs de Mission of all competing nations in attendance.

The City of Sydney

The Sydney region is home to a population of more than four million people who live in 40 local Government regions, each with their own authority. At the heart of the region is the City of Sydney which played an important role in the successful hosting of the Sydney 2000 Olympic Games. The city's natural beauty, enhanced by infrastructure and amenity development undertaken by the City Council, and the overlay of Olympic Live Sites and themed street decorations, provided an exciting environment for the Games.

During the Games period, Central Sydney was the natural heart of Olympic related activities, with more than 400 000 additional people joining the existing 500 000 daily visitors to the city. The city was the venue for a number of Olympic events and also acted as the premier spot for Olympic celebrations, entertainment, dining, shopping, accommodation and transport.

The six "Olympic Live" Sites established at key Central Sydney locations to provide live entertainment and bring the excitement of Olympic competition to city streets via large video screens were enjoyed by visitors and Sydneysiders alike.

The City of Sydney's philosophy and vision for Games time was that every effort be made to maximise the "Sydney Experience" for everyone in the city, regardless of whether they were local or a visitor. Preparations by the city extended over a long period and involved collaboration with all of the Olympic agencies.

Olympic Preparations

In preparing for the Sydney 2000 Olympic Games, the City of Sydney went through a number of phases.

Organisational Reform Mode

After Sydney was awarded the Games in 1993, City of Sydney leadership took the view that significant organisational reform was necessary to ensure that the City would be ready in time.

By 1995, the city had begun to undergo sweeping internal change as it moved to position itself, and more importantly, reposition Sydney to meet the challenges ahead. The process included activity reviews, job and work redesign, benchmarking, reviews of service viability and the introduction of a competitive tendering program.

The considerable savings resulting from efficiencies in work practices proved instrumental in funding the next phase of the city's preparations, the City Improvements Program.

City Improvements Mode

Beginning in 1996, the City of Sydney embarked on an unprecedented program of city improvements and beautification to ensure Central Sydney could adequately cater for the large number of additional Olympic visitors. Implemented over four years, the \$320 million program was the largest local Government capital works program ever undertaken in Australia.

Similar to elements of Barcelona's pre-Olympic makeover, the program greatly enhanced the appearance and amenity of Central Sydney's streets, public spaces and parks, and included:

- street improvements such as new granite paving, wider footpaths and resheeted surfaces
- a new suite of street furniture including attractive and practical kiosks, automatic public toilets, improved bus shelters and ample rubbish and recycling bins
- hundreds of new street trees chosen for their locations from appropriate native species
- improved streetlighting providing illumination to a level higher than the Australian standard to increase amenity and public safety
- a Safe City Program, a multi-strand community safety strategy including more than 40 state of the art closed-circuit television cameras
- installation of 2000 street banners along the city's main thoroughfares

- extensive floral displays in key city precincts
- major upgrades of the city's parks and open spaces
- installation of major public artworks
- provision of new cultural facilities, including a major theatre, a 1200-seat recital hall and the City Exhibition Space— an interactive display of Sydney's development
- new sporting and community facilities
- interactive 'smartsigns' providing real-time traffic information at all key entry points to the city.

The City Improvements Program was fully funded from the city's budget surpluses. The program provided the platform for its operation as Host City and contributed significantly to the success of the Games.

City Care Mode

Once most city improvements were complete, the City of Sydney moved into City Care Mode. This program was dedicated to maintaining the city to the highest standard and was applied to all aspects of the organisation from staff induction, customer surveys and random audits through to

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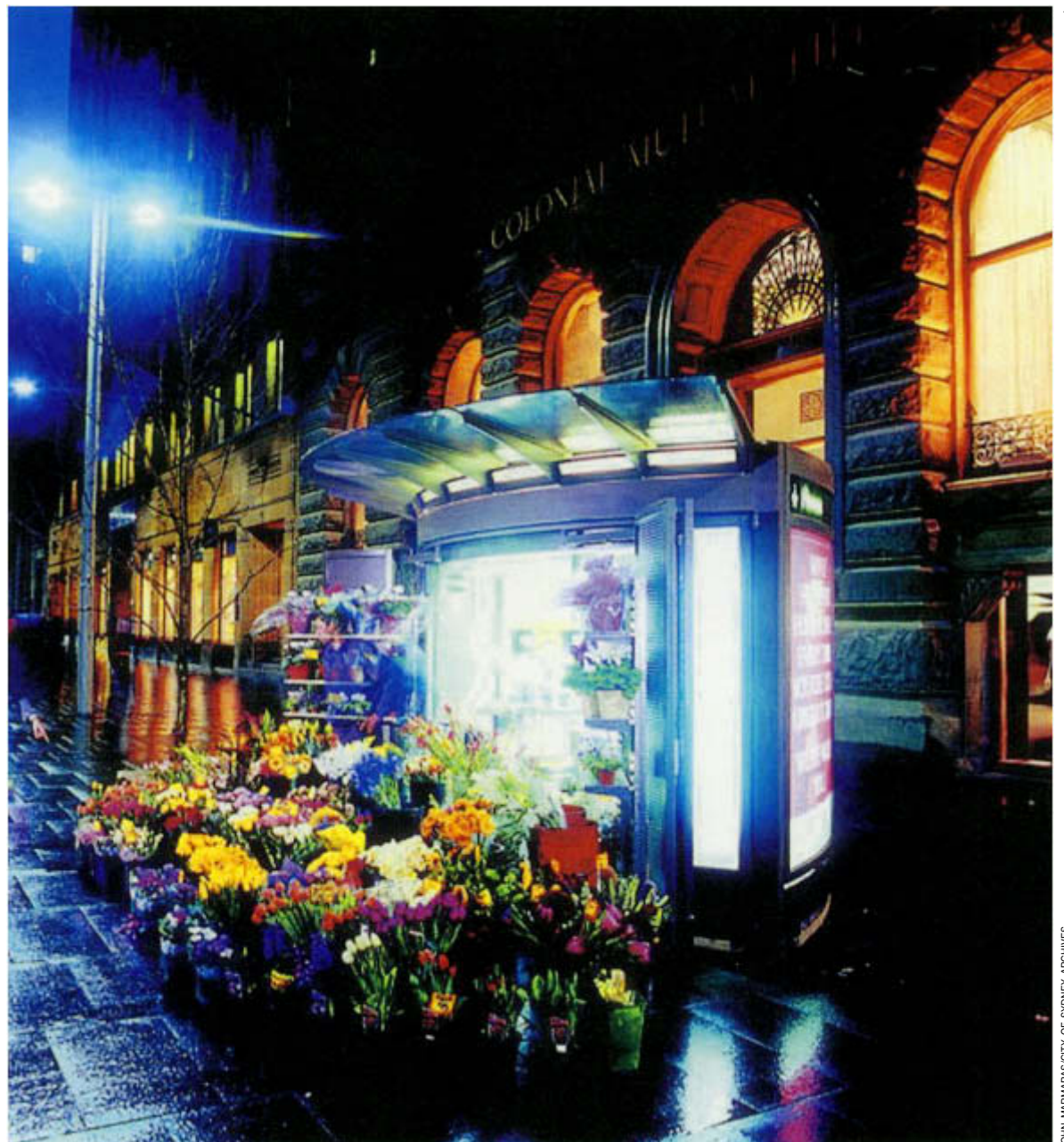
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10. Opposite page: Local communities and governments played a major role in the torch relay's success

11. Opposite page: Councils which hosted community celebrations were all briefed for the event. The organisers' aim was encourage the councils to be part of the Sydney 2000 team

12. A city improvements program equipped Sydney with a new range of street furniture



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JOHN MARMARAS/CITY OF SYDNEY ARCHIVES

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street cleaning, park and open space maintenance, graffiti removal, floral displays, colourful street banners and visible street signage. City Care ensured that the "look of the city" was enhanced in every possible way.

City Events Mode

As the Games drew closer, the City of Sydney moved into Events Mode. The Sydney Millennium celebrations proved a valuable test run for the Olympic host city – one that was passed with flying colours. The event was coordinated by the City and the NSW Government. It provided critical experience for Games time when the city had responsibility for coordinating waste removal and street cleaning, and was a key partner with OCA, ORTA and the NSW Police in coordinating traffic management, law enforcement, security and health services.

With less than 50 days to go before the Olympic Games, Sydneysiders were invited to attend a City Open Day, which provided a sneak preview of the buzz and excitement of the Sydney Games time experience. Presented by the City of Sydney, the event gave people the chance to see how the city had evolved in recent years and how this transformation had led to new standards that would endure well beyond the Olympic Games. More than 200 000 people turned out to enjoy the huge range of free activities.

Working Relationships

The City of Sydney was not the only local Government authority to host Olympic events. Auburn Council was home to the

main Olympic venues at Sydney Olympic Park while Penrith, Randwick, Liverpool, Fairfield, South Sydney, Blacktown, North Sydney, Ryde, Waverley, Woollahra and Bankstown Councils also encompassed Olympic venues.

Approximately two and a half years out from the Games, Sydney Lord Mayor, Frank Sartor, invited the mayors and general managers from these councils to form a group. The Olympic Mayors Group met every three months to share information and seek resolutions to challenges and issues arising from the Games, such as maintaining normal service delivery in the fact of Olympic road closures and parking restrictions. SOCOG Chief Executive, Sandy Hollway and OCA Director General, David Richmond and ORTA Chief Executive, Ron Christie, attended to provide updates and answer questions.

The Group effectively provided the councils with a regular line of communication with the Olympic agencies that would not have been possible if they had operated individually. It also assisted through representatives of the city in the formulation of the *Olympic Arrangements Act*, which was introduced by the NSW Government to address issues not captured by existing legislation.

Olympic Agreement

To overcome some of the problems observed in previous Olympic Games, between Organising Committees and Host Cities, the City of Sydney recognised the importance of working towards a formal agreement with SOCOG and the other Olympic agencies.

Therefore, in the months leading up to the Games, the city undertook a major funding agreement with SOCOG for the Sydney 2000 Olympic and Paralympic Games. The \$10 million agreement enhanced the city's role and profile as Olympic Host City and represented a significant financial boost for Games organisers. The agreement was within the publicly advertised and adopted budget of the City of Sydney and was made possible by the very strong financial position that the city had built over the past five to ten years.

The City of Sydney also entered into an agreement with OCA which saw it receive funds to provide additional services in Central Sydney during the Olympic period and which provided a collaborative framework for planning, management and coordination of Central Sydney for the Games.

Olympic Planning

In 1997, an Olympic Program Office was established to manage the city's Olympic responsibilities. Planning took place across all areas of Council, culminating in the City of Sydney's Olympic Plan. The seven key management areas covered by the plan were:

- urban domain
- traffic and transport
- civic programs
- city services
- internal management
- city facilities, and
- communications



13. Sydneysiders had the chance to go behind the scenes of the multi-billion dollar upgrade when the city threw open the doors to more than 20 new buildings and public spaces on City Open Day

14. To ensure the city presented itself in the best light during the Games, 326 cleaners removed 25 tonnes of garbage from streets and litterbins every day

15. A special Olympic look featuring floral displays and Olympic banners enhanced the atmosphere of celebration in central Sydney

16. Opposite page: Once the city was decorated and ready to welcome the 400 000 visitors per day, young and old alike enjoyed the various festivities and entertainment in public spaces

17. Opposite page: After the Games the crowds thinned out, but residents will continue to enjoy the improvements to their city



The city's Olympic plan provided a detailed, day-by-day account of how the organisation would operate once it moved into Olympic Games mode. The city's Operations Centre fine-tuned the plan during a series of 'test events' in the lead up to the Games and utilised it to manage the city during the Games period.

Olympic Games Mode

Once the Games arrived, the City of Sydney entered Olympic Games mode, which comprised three major strands:

- Operations
- Hospitality, and
- Business as Usual

Operations

For the Olympic period, the city was responsible under the collaborative framework developed with OCA for providing a range of services in Central Sydney – including enhanced services such as street cleaning, waste removal, parks maintenance, law enforcement and security, and regulatory services – that were essential to the hosting of the Games. Operating on a 24 hours a day basis, the City Operations Centre successfully monitored and managed every aspect of the city's responsibilities, resolving issues as they arose.

The flexibility needed for Olympic Games operations was made possible by the City of Sydney's Olympic industrial agreement which saw staff receive a 20% loading during the Olympic period, enabling staff to work variable hours and to be seconded on a needs basis to other areas within Council. The majority of staff voted in favour of the agreement and its practical application proved highly successful.

During Games time, 326 street cleaners removed approximately 20 tonnes of garbage daily from city streets, almost twice the usual amount. Up to 5000 kg of rubbish was removed from Olympic Live Sites. Overall, 197 000 sq m of city footpaths and 800 000 sq m of city roadway were cleaned three times per day – the equivalent of 1800 football fields. In addition, a team of 12 anti-graffiti cleaners were deployed around the clock, removing 1300 instances of graffiti.

Hospitality

As Host City of the Games, the City of Sydney and the Sydney Lord Mayor, had an important civic role to play. The city's Hospitality program hosted 23 mayors from former and future Olympic cities, key business partners and community guests during the Games.

The city also presented the Welcome the World Program to provide support to the retail, hospitality, entertainment and tourism industries in dealing with the large influx of visitors and presenting a uniform message to our Games guests.

Business as Usual

In addition to providing enhanced services, the city also maintained its range of Business as Usual services, such as Meals on Wheels, to ensure community needs continued to be

met. In conjunction with OCA, the city expanded its Street Outreach Service for homeless persons in the CBD. Teams of highly qualified outreach workers assisted the homeless and destitute with emergency accommodation and other needs.

Olympic Legacies

From a local Government management perspective, the legacies arising out of hosting the Sydney 2000 Olympic Games abound. With the experience gained during Events Mode, the City of Sydney now has the proven capability to successfully stage major events of international standard.

While the city improvements program vastly improved the quality of the public domain in Central Sydney, the City Care program has resulted in new and better systems that continue to maintain these improvements to the highest standard. The operational procedures developed and effectively implemented by the City Operations Centre during Olympic Games mode have provided the city with the ability to operate on a 24 hour basis, if and when required.

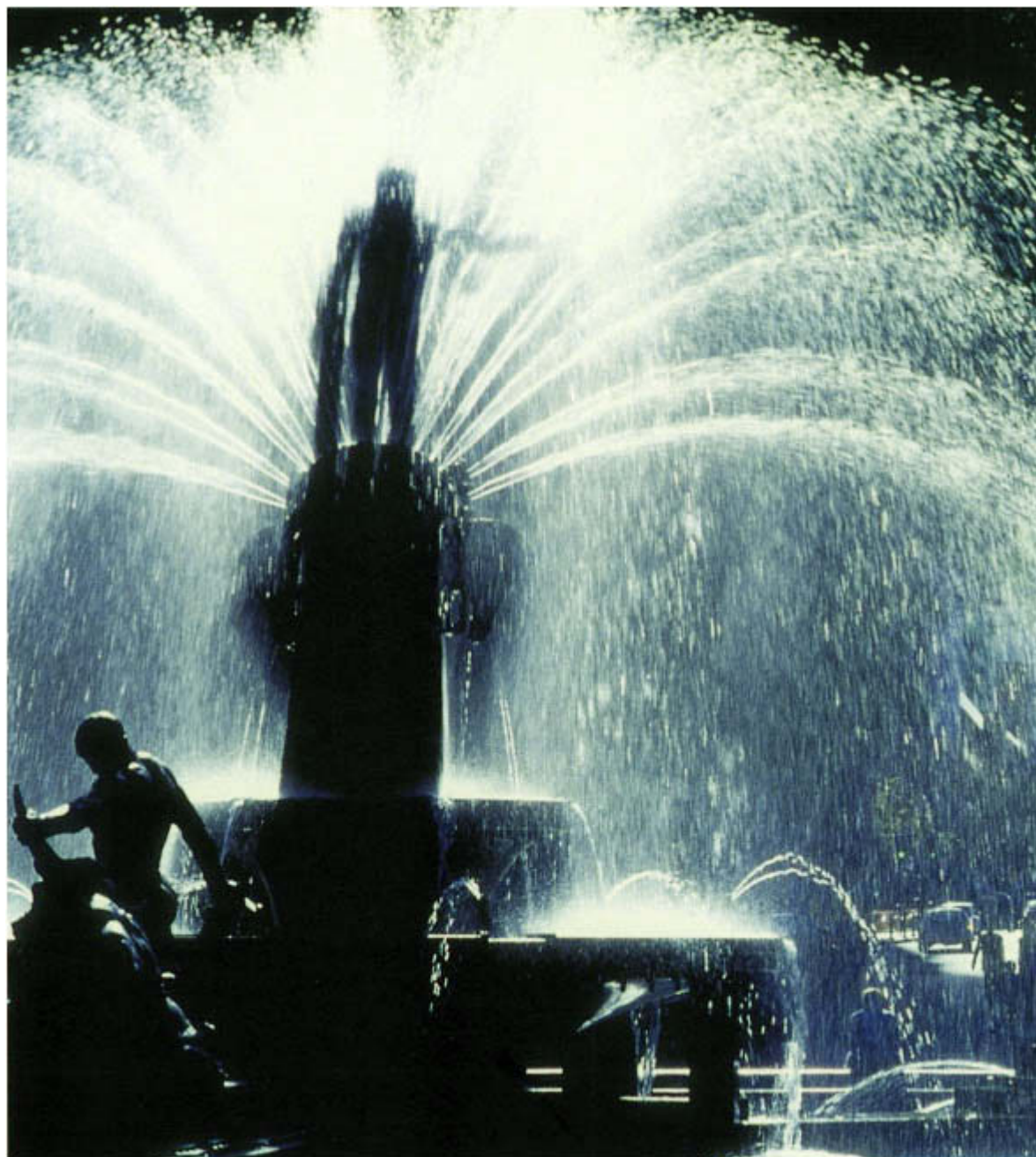
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CITY OF SYDNEY ARCHIVES



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PATRICK BINGHAM/CITY OF SYDNEY ARCHIVES





THE ENVIRONMENT

The environment record of the Sydney 2000 organisations was one of the shining achievements of the Sydney 2000 Olympic Games. From the earliest days, commitment to the highest standards of environmental achievement were a hallmark of Sydney's Games, as the people behind the bid realised that a strong commitment to environmentalism would give them a unique edge in the process.

Environmental Principles

SOCOG's commitment to environmentalism and the guiding principles behind it were expressed in the *Environmental Guidelines for the Summer Olympic Games*, released by Sydney Olympics 2000 Bid Ltd (SOBL) in September 1993 and prepared by Greenpeace Australia and other environmental groups and government entities. It was the most comprehensive set of environmental commitments ever proposed by a bidding city and played a significant part in Sydney's successful bid. The Guidelines were based on the concept of sustainable development and contained over 100 commitments in five key areas: energy conservation, water conservation, waste avoidance and minimisation, pollution management and protection of significant natural and cultural environments.

The Guidelines were acknowledged in legislation once Sydney had won the right to host the Games. The *Olympic Co-ordination Authority (OCA) Act* required the Authority to include consideration of the Guidelines in all developments. Sydney's Games organisers were determined to ensure that the promises made for the environment were kept and application of the guidelines was taken very seriously.

For instance, all construction undertaken was based on ecologically sustainable development principles, and plans were put in place for effective waste management during construction and in the operation of the Games.

The centrepiece of the environment program was the remediation of the major Olympic site at Homebush Bay. Previously, the location for an abattoirs, factories and uncontrolled industrial dumping, Homebush Bay was transformed into one of the world's great sporting and recreational parks through the most extensive remediation project in Australian history.

Key environmental innovations included:

- cleaning of the 160 ha of waterways and surrounding areas to remove 9 million cu m of rubbish
- development of the 450 ha Millennium Parklands which will include 40 km of pedestrian and cycle trails
- planting of 100 000 shrubs and 7000 trees at Homebush Bay

- building of the largest solar powered suburb in the world by use of photovoltaic cells on all permanent houses in the Olympic Village
- no PCBs were used in the developments and the use of PCA was minimised
- introduction of the use of recycled and purified water for toilet flushing and landscape watering
- extensive use of natural light and natural ventilation in building design
- protection of native flora and fauna including the preservation of the rare Green and Golden Bell Frog, and
- extensive use of recycled building materials.

These initiatives have resulted in major environmental achievements such as a reduction in greenhouse gas emissions by about 10 000 tonnes a year compared to similar facilities. In addition, these measures will ensure that around 500 million L of water a year will be saved from Sydney's main supply and over 2.9 million kg of building waste were recycled.

The construction of new venues for the Games allowed OCA to showcase new Australian technologies and environmental strategies for development and construction that were the first of their kind in the world.

Sydney environmental successes have been recognised internationally for the better part of the decade and are being used by other countries as best-practice standards.

The *Environmental Guidelines for the Summer Olympic Games* were adopted by the IOC as a benchmark for future planners.



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1. Homebush Bay, once a wasteland, was turned into a green recreational precinct. The rehabilitation has attracted several native animals and migratory birds
2. As part of the remediation of Homebush Bay, 9 million cubic metres of domestic, commercial and industrial waste were removed
3. Haslams Creek, which runs through Sydney Olympic Park to the Paramatta River, has been cleared of waste and is now a healthy waterway



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Importantly, Sydney 2000 Games organisers did not start with a greenfields site but left behind a site which not only has important built facilities but open, usable space which was previously too contaminated and degraded for public use. Perhaps the greatest environmental achievements of the Games were the energy initiatives in the Olympic Village and the massive clean up of the Sydney Olympic Park (SOP) site, transforming it from a rubbish dump to an Olympic playground.

Ecologically Sustainable Development

The remediation and redevelopment of Homebush Bay and the development of Sydney's Olympic venues provided the most significant challenge in delivering an environmentally friendly Olympic Games.

As the highest profile activity and the one that could most harm the environment, the construction process was subject to the strictest environmental controls and policies to ensure that the aims of the *Environmental Guidelines for the Summer Olympic Games* were met.

Right from its inception OCA was given the task of ensuring that principles of ecologically sustainable development (ESD) were incorporated into all of its development activities within a framework of ESD policies and principles as required by its legislation.

To guide the redevelopment of Homebush Bay and the provision of recreational and associated infrastructure, OCA adopted an *Environment Policy* in October 1996 which committed it to the principles of ESD, in particular the

conservation of species and natural resources, and the control of pollution. The policy, including an Environmental Management System (EMS), Environmental Management Plans and the Environmental Tender Specification to ensure that every development would comply with legislative and other environmental requirements. The Environmental Tender Specification was included in all calls for design, development, project management and service management contracts. It required those who submitted tenders to demonstrate how they would comply with Sydney 2000's environmental commitments.

Although every effort would be made to ensure the highest levels of environmental success, the scale and complexity of the tasks facing OCA meant that time and budget constraints needed to be taken into account and balanced with environmental and other considerations. Most importantly, the policy promoted environmental outcomes by encouraging tenderers to strive for innovation to win the contract. Rather than specifying prescriptive environmental measures, which would limit tender responses, this approach encouraged the highest level of innovation and stimulated interest in environmental design generally.

The three objectives of OCA's environmental policies were the cleaning up and regeneration of the Homebush Bay site, the protection and enhancement of the natural environment, and the incorporation of ESD principles into the construction and ongoing operation of Olympic venues.

Cleaning up Homebush Bay

To provide guidance to developers and venue operators on Sydney 2000's desired environmental outcomes in all aspects of planning and development at Homebush Bay, OCA produced the Homebush Bay Development Guidelines. They included the masterplan and Environment, Transport and Landscape Strategies. They centred on three key performance areas:

- conservation of species: flora and fauna, people and their environment
- conservation of resources: water, energy, construction materials, open space, topsoil
- pollution control: air, noise, light, water, soil and waste management.

Remediation

To rehabilitate degraded lands at Homebush Bay, OCA developed an extensive remediation program. All waste at Homebush Bay was collected, re-located and consolidated in specially engineered landfill sites. The sites were then capped with clay and clean soil and landscaped for various open space uses.

As part of this remediation strategy an ongoing monitoring and management program of the remediated land was instituted.

Enhancing and Protecting the Natural Environment

Homebush Bay contains a surprisingly diverse array of plants and animals. Their protection and conservation was an important responsibility for OCA. Remnant pockets of original wetlands, saltmarsh and woodlands survived on the site which were not only home to significant plants, but also

4. To remove an old eyesore, electricity towers were dismantled and lines were put underground, enhancing the commercial value of the Homebush Bay site



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supported a variety of fauna, most notably the endangered Green and Golden Bell Frog (*Littoria aurea*) and ten species of migratory birds.

As well as physically remediating the site, OCA undertook many other activities to enhance the environmental values at Homebush Bay. An extensive native tree-planting program was developed, resulting in over 200 000 trees and 135 000 shrubs being planted across the Homebush Bay site. Rare pockets of Cumberland Plain woodland have been preserved at Homebush Bay through the establishment of Silverwater Nature Reserve.

A Conservation Management Plan for the Cumberland Woodland has been developed and OCA is coordinating and implementing actions detailed in the plan, including weed and pest control. Cumberland Plain woodland is also being conserved and enhanced at three other Olympic venues in Western Sydney. Although considerably changed from pre-European times, these areas still support an impressive biodiversity.

Saline Wetlands

Homebush Bay contains an extensive series of saline wetlands that are linked by tidal mud flats and a mangrove forest, which is the largest surviving mangrove community in the Sydney basin. The wetlands form one of Sydney's most significant habitats for migratory birds, including ten species that migrate to the site every summer from various parts of Asia.

OCA's wetland improvement program rehabilitated the estuarine habitat of its birds and marine animals by improving the tidal flushing of saltmarshes and removing weeds and pollutants.

Millennium Parklands

In many ways the Millennium Parklands are the most ambitious and the most visible of OCA's environmental initiatives.

Millennium Parklands, at 450 ha, will be Sydney's largest metropolitan park. The parklands will showcase a diverse range of parkland, open space and natural habitat areas, integrating all the open space areas at Homebush Bay. It will provide recreation areas with picnic facilities and areas for a range of recreational activities, for use by local residents and visitors.

The Millennium Parklands includes areas of heritage significance. Natural heritage areas include wetland and woodlands that are being protected and enhanced. Cultural heritage sites associated with the former Royal Australian Navy Armaments Depot have been identified and Sydney 2000 has developed a Conservation Management Plan.

Conservation of Species

Early in the development phase of Homebush Bay, the Brick pit was discovered to be one of the few known-breeding colonies in the Sydney region of the endangered Green and Golden Bell Frog. OCA developed a Green and Golden Bell Frog Management Plan to ensure the conservation of the frog at Homebush Bay.

The Management Plan includes protocols for protection of the frogs during development on the site, a strategy for the development of frog habitat areas and movement corridors, guidelines for the management of frog habitat areas and a program of research and monitoring for the frog population. Frogs have been observed over consecutive breeding seasons inhabiting and successfully breeding in new ponds and habitat areas. Results from the monitoring program show that many mechanisms adopted by OCA to conserve the frog are working and that the population is large and viable.

OCA continued to protect and manage the unique diversity of flora and fauna of Homebush Bay through its ecology monitoring programs. These included a site-wide bird monitoring program, saltmarsh ecology studies, benthic



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5. Ninety mature figtrees, grown in northern New South Wales, were floated to Homebush Bay on barges to be planted in Sydney Olympic Park

6. Site remediation involved regular testing of soil and water. All waste in Homebush Bay was slowly consolidated into four safe containment areas





invertebrate studies and mosquito monitoring/control programs. Information on species abundance, diversity, foraging habits and breeding habits provided OCA with a holistic perspective as to the overall ecological 'health' of the woodland and wetland areas and provided essential feedback on OCA's remediation and restoration activities.

Delivery of Olympic Venues and Facilities

Sydney 2000's environmental achievements showcase the integration of ecologically sustainable development into the delivery of sporting and Olympic venues and facilities.



7. Ventilation ducts in the Showground draw hot air out of the Pavilions, creating a natural ventilation in line with the Sydney 2000 commitment to environmental engineering

Conserving Energy

Energy conservation has been achieved at Sydney's Olympic venues and facilities through a diverse range of energy efficient-building designs and technologies. These include the use of renewable energy 'Greenpower', solar energy, solar hot water, skylights and the orientation of buildings to maximise natural lighting and natural ventilation.

Natural ventilation is achieved in the Olympic Stadium by the use of oversized lift shafts, stairwells and escalator voids that draw in cool air while allowing warm air to escape.

Air conditioning at the Sydney Aquatic Centre and the Sydney SuperDome has been designed to cool only the air immediately surrounding the spectators, not the entire air space in the venue, resulting in lower energy use for cooling.

The SuperDome featured Australia's largest rooftop solar power system. It also used Australia's 'Greenpower' scheme for 100 per cent of energy requirements. The energy saving design of the Sydney Aquatic Centre made such efficient use of natural lighting that only ten artificial lights were needed to illuminate the entire centre by day.

The Olympic Village at Homebush Bay is one of the world's largest solar-powered suburbs, with photovoltaic solar energy panels fitted to 665 houses in total.

The Novotel Hotel, constructed at Sydney Olympic Park under the direction of OCA, has 400 sq m of solar hot water collectors which is the largest solar hot water system in the Southern Hemisphere. Further, the energy efficient design of the hotel reduces energy consumption by 40 per cent compared to traditionally designed hotels.

Photovoltaic solar cells were installed on the 19 Olympic Plaza lighting towers on the Olympic Boulevard, providing light for major events at the Olympic Stadium and Sydney SuperDome, both in the lead up to, and during, the Sydney 2000 Games and a permanent clean energy legacy for the site.

At the Sydney International Regatta Centre photovoltaic cells on the finish tower channelled solar power into the local electricity grid and provided power for hot water and timing equipment. The solar power panels saved 0.6 tonnes of greenhouse emissions each year from the time they were completed in 1996. The centre used an extensive range of energy efficient lighting and energy efficient pumps that used runoff from the local area. The spectators' pavilion was oriented along the east-west axis to take advantage of cooling summer breezes, avoiding the need for air-conditioning.

Gas-boosted solar hot water systems were provided in each of the 65 permanent residential dwellings constructed at the Media Village. The 51 detached houses and 14 town houses have a gas-boosted solar split system, with the storage tank installed at ground level and solar collectable panels mounted on the rooftop.

A former ammunition bunker on the old Newington Armaments depot site at Homebush Bay's Millennium Parklands was converted into a solar power facility. The solar

energy was used to power pumps circulating fresh water to wetlands, which formed part of the 450 ha parklands.

At Stadium Australia two gas co-generation units achieved an estimated saving of 5000 tonnes of carbon dioxide emissions each year from when the venue was completed in 1999. The stadium purchased 100 per cent of energy through Energy Australia's 'Greenpower' scheme. Natural lighting reduced energy needs by 20 per cent and the use of air-conditioning was minimised by about 40 per cent. Natural ventilation was maximised by the use of over-sized lift shafts, stairwells and escalator voids that drew in cooler air and allowed warm air to escape.

To support its contractual commitment to ESD, OCA introduced two training programs for site and construction staff. The Environmental Awareness and Due Diligence Training Program made participants aware of their legal responsibilities, the principles of due diligence and venue-specific environmental issues. The Working Greener Program was for all construction staff and covered site environmental issues and practices. Approximately 14 000 workers participated in Working Greener, creating a new level of awareness of environmental issues.

Conserving Water

Water is conserved throughout Homebush Bay through the use of water conservation and recycling practices. The most important water conservation initiative is the Water Reclamation and Management Scheme (WRAMS). Sewage generated from Olympic venues and facilities is collected, treated and cleansed for non-potable reuse. Reclaimed water is used for toilet flushing in venues and facilities and the Olympic Village and for irrigation across Sydney Olympic Park. WRAMS is designed to save 850 million L of water annually that would otherwise be drawn from Sydney's main water supply, providing a permanent environmental and economic benefit and a useful model for other developments.

As well, Olympic venues conserve water through water-efficient appliances, including water flow reduction valves and shower roses, roof-fed rainwater tanks and drip irrigation systems. Australian native trees and shrubs have been planted across Sydney Olympic Park to reduce water needs.

Reducing Waste

OCA was committed to reusing and recycling construction materials. During the construction of the venues, construction waste was separated into bins on-site for different waste streams and the waste collected was recycled. For example, waste concrete and brick was crushed and reused on many sites for road base. Excellent construction waste recycling rates were achieved – the Olympic Village and the Sydney SuperDome achieved rates of 94 per cent and 92 per cent respectively.

Building Materials

In addition to construction waste recycling, recycled building materials have been used in Olympic venues and facilities. For instance at the Sydney International Shooting Centre, 90 per cent of all timber in the venue is recycled timber, 350 cu m, sourced from a sawyard, rowing shed, rail yard and former abattoir. The remaining 10 per cent is plantation timber.

PVC and Refrigerants

Sydney 2000 worked closely with sponsors and caterers to reduce the use in Olympic overlay and equipment of refrigerant gases (CFCs, HFCs and HCFCs) that contribute to ozone depletion and greenhouse warming.

The Environmental Guidelines stated that Sydney would 'minimise and ideally avoid' the use of PVC. This created a huge challenge given the widespread use and acceptance of PVC in many industries and the consideration that it is the only material suited for certain tasks.

PVC is the event industry material for use in banners, fence fabric, corrals, signage and curtains. Sydney 2000's Look of the Games program challenged the industry to find alternatives and the result was materials which met or exceeded performance standards and were in many cases the same or even cheaper in cost. Materials included knitted polyester for banners and fence fabric and polyethylene for signs and panels.

PVC is a standard material in the building and construction industry. Efforts were made on all Olympic sites to reduce its use. Alternatives used in hydraulic services included polyethylene, high-density polyethylene, vitreous clay and concrete pipes. All plastic seats at Homebush Bay are polyethylene and PVC-free cabling was used in many venues.

A significant element of the overlay was temporary structures to meet additional accommodation needs of the Games. Many of them were covered in PVC-based fabrics and were sourced from international hiring companies which service major events. As no alternative was available, these structures had to be used.

The issue of refrigerants caused conflict between OCA and green groups, particularly Greenpeace, which has an international campaign strongly opposing the use of particular

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8. Workers install the first solar panels in the Athletes Village. The houses in the Village set a benchmark for the use of sustainable energy with solar cells in their roofs to reduce traditional energy use

9. A "reduce, reuse, recycle" philosophy was applied in the construction at Homebush Bay, where 1.2 million kg of aluminum, bricks, concrete, glass, paper, steel and timber were recycled



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- 10. A fleet of 400 zero-emission vehicles was used to transport athletes, officials and VIPs around the venues and the Olympic Village
- 11. Foodware used for the Sydney Games was designed to comply with environmental guidelines
- 12. Recycling bins were trialled at the various test events held in 1999 to raise awareness among staff and athletes



ALEX HESSE/SOCOG



CHARLES BUTHER/SOCOG



BRONWYN REINER/SOCOG

refrigerants. OCA selected an air-conditioning system for the large indoor stadium, the SuperDome, which met current international standards and was a proven technology but did not meet Greenpeace's expectations. In selecting smaller air-conditioning units for temporary buildings, OCA applied similar criteria and was again bound by what was available on the market. The issue resulted in public disagreement between OCA and Greenpeace. PVC was also an issue for SOCOG in its dealings with sponsors and licensees regarding products.

Partnerships were developed with sponsors to assist them in their important role of fulfilling environmental commitments through the goods and services they provided for the Games. A number of sponsors initiated environmental products and programs as a result of their association with Sydney 2000. McDonald's Australia, for example, ceased to use PVC in the toys that accompanied the children's meal range. The use of PVC in licensees' merchandise arose as a particular issue. There were many examples of substitute materials being developed and used in place of PVC throughout the Games, but SOCOG was criticised for allowing certain products, such as mascot figurines, to be made from PVC. This was only allowed when the manufacturer could prove that an alternative material was not available.

Additionally, in recognition of the importance of greenhouse emissions as an environmental issue, SOCOG signed a Greenhouse Challenge agreement with the Commonwealth government's Greenhouse Challenge Office, one of the first 100 companies in Australia to do so. A number of SOCOG's sponsors also accepted the Greenhouse Challenge. The objective was for companies to significantly cut their greenhouse gas emissions through the use of measures such as natural ventilation and lighting and alternative generators of electrical power. SOCOG produced three Olympic Greenhouse Challenge reports that identified the ways in which greenhouse emissions were minimised in the construction of venues and the staging of the Games.

Transport

The transport challenge was not only one of the greatest logistical challenges facing Sydney 2000 – it was also one of its greatest environmental challenges.

The Sydney population in general has a very car-dependent culture; however, a decision was taken early on to ban the use of all private vehicles to the Sydney 2000 Games. This, of course, meant that as well as putting public transport systems in place people needed to be convinced to use them. One of the key reasons for Olympic Roads and Transport Authority (ORTA) holding transport test events was so that people would get used to the idea of catching public transport to major events. This was a huge cultural shift that was achieved when people realised the ease of attending Homebush Bay by public transport.

The transport strategy for the Sydney 2000 Olympic Games minimised emissions from vehicles due to the heavy reliance on public transport.

All spectator and workforce transport to venues was via public transport, trains and dedicated bus routes. This was supported by a public campaign to encourage Sydney residents to reduce their car use during the Games. This system transported 4.452 million people into Sydney Olympic Park 15 September – 1 October with 76 per cent carried on rail and 24 per cent on buses.

All venues (except interstate football preliminaries) were within a 45-minute drive from the Olympic and Media Villages, minimising the distances and fuel needed to transport athletes and media to events.

The vast majority of the Olympic bus fleet of 3350 buses and coaches, 325 minibuses and 69 trucks used low-sulphur (500 ppm), low-emission diesel fuel which comprised 86 per cent of all diesel used. The Olympic car fleet comprised 3500 vehicles of various types and was fuelled by unleaded petrol. The Olympic Village internal transport system used 24 low-emission buses powered by compressed natural gas.

Nearly 400 electric buggies were used to transport people and equipment within venues. Half of the buggies had solar panels on their roofs, which contributed about 15 per cent of daily power requirements.

Waste Management

A proactive waste management strategy was one of the main platforms of the *Environmental Guidelines for the Olympic Summer Games*. Waste would be the most visible indicator of Sydney's environmental performance.

Initially waste management was the responsibility of SOCOG's Cleaning, Waste and Laundry Program. In 1998 responsibility for linen and laundry went to Villages and in October 1999 Cleaning and Waste amalgamated with the Catering Program to become the Catering and Waste Program. The Program was responsible for cleaning and waste removal for venues and areas immediately outside the perimeter of the venues that were operationally linked to the venue.

The Catering and Waste Program's responsibilities did not include the urban domain, i.e. areas impacted by the Games but outside defined venues; accommodation venues; contract caterers' kitchens and production areas, or fields of play.

In March 2000 waste management was among a number of SOCOG functions outsourced to OCA. Henceforth OCA oversaw the entire waste management process.

Planning and Policy Development

In June 1996, Sydney 2000 started to develop a waste management policy and strategy. It was a two-phase consultation process involving Sydney 2000 staff, representatives from 30 organisations including environmental groups, government agencies, waste boards, waste companies and industry associations, Venue Managers and sponsors.

In November 1997 SOCOG released a Cleaning and Waste Management Concept of Operations and, in conjunction with four cleaning and waste sponsors and OCA, Olympic Generic Waste Management and Education Plan.

The sponsors were Amcor (paper supply, packaging): replaced in 1998 by Visy; Cleanevent (cleaning management services); Pacific Waste Management and Waste Services NSW (waste processing).

Games organisers and the waste sponsors developed a strategy named *The Sydney 2000 Olympic Games Integrated Waste Management Solution (IWMS)* that addressed the 16 commitments related to waste management in the bid. This document was the central tenet of waste management policy. The IWMS was launched in late 1998 by the NSW Government and Greenpeace.

The IWMS was later adapted for use at ORTA and Olympic Live Sites, in order to provide a consistent approach to waste management.

OCA was committed to reusing and recycling construction materials during construction of Olympic venues. Construction waste was separated into bins on-site for different waste streams and the waste collected was recycled. For example, concrete and bricks placed in the concrete bins was crushed and reused for road base at Olympic sites.

The tender process for Games-time waste transport contracts commenced in 1998. It failed to attract a suitable supplier who could work within the budget. A second tender process was initiated. Eventually, Pacific Waste as sponsor exercised its right of first refusal over Sydney Olympic Park and Sydney West, while Collex was the successful tenderer for the Sydney East and Darling Harbour venues and the Villages. OCA appointed a senior manager to coordinate all waste issues, both from the Games and Olympic Live Sites, and to negotiate solutions with local government impacted by Games operations.

OCA negotiated an agreement with Waste Services NSW to handle all the waste in accordance with the IWMS strategy. This required the closure of the receiving station immediately adjacent to Sydney Olympic Park to all waste other than that

from venues and the Villages. A separate recycling plant was utilised to provide independent resources meeting the tight delivery schedules necessitated by Games operations.

Games-time Waste Management

In August 2000, all Venue Catering and Waste Managers moved into venue teams. The OCA functional command moved to Sydney Olympic Park and established an operations team to work closely with Waste Services NSW and to monitor all waste management at each venue.

Attempts were made to minimise waste through the use of input controls to prevent materials that could not be reused or reprocessed, such as polystyrene or plastic wrap, from being used in venues. A packaging and foodware specification, which identified unacceptable materials, was included in contracts with all Olympic Games suppliers.

Acceptable Materials for Packaging and Foodware Specification

Acceptable

Cardboard
Fibre bags
Compostable plastics

Not acceptable

Polystyrene
Aluminum foil
Plastic foodware

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13. Waste stations, installed at all venues, consisted of three colours. Yellow bins were for plastic, glass and aluminium, red ones for food and paper, while black was for general waste which went to a landfill



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DONALD MIFALLE/ALLSPORT

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Metal/ceramic cutlery	Shrink and cling wrap
PET/HDPE containers	Composite material containers
Aluminum/steel cans	Glass (in public areas)

Liquid Paperboard

Timber or Cardboard Pallets

Sydney 2000 implemented procedures to maximise the use of recycled paper and to minimise the overall use of paper before and during the Games.

Competition venues also introduced waste-saving initiatives. The Olympic Results Information Services (ORIS) reduced the amount of paper used to provide results to media by providing additional information on a computer network. Compared to the Atlanta Olympic Games, paper use was reduced by 40 per cent (90 tonnes), down from 45 million to 29 million sheets of paper.

Sydney 2000 produced 40320 result books. This was a reduction of approximately 9000 from the Atlanta Games, even though there were three more sports in Sydney. Printed results pages totalled 5.57 million, a reduction of 2 million. To further reduce paper use, SOCOG trialled the issue of results on CD ROM.

To raise awareness about the environment, and to reduce waste, in early 1999 SOCOG established a worm farm at Sydney 2000 Headquarters to convert waste food generated by the cafeteria into garden fertiliser. The worm farm became a great source of curiosity and even pride among staff, as an unusual symbol of SOCOG's environmental consciousness. During the Games, similar units were installed at the Media Press Centre (MPC) and the International Broadcasting Centre (IBC). Each unit when full held about 1000 kg of material.

Waste Streaming

Sydney 2000 promoted the practice of waste streaming. A consistent approach was used at all venues and areas associated with the Games including the Olympic Live Sites. The intention was to sort and stream waste at the source, thereby reducing the amount of handling later in the process. The main purpose of streaming was to reduce, as much as practical, residual material.

The use of colour-coded bin liners facilitated front-end streaming. Park bins were clustered in groups of three wherever possible, using caps made of recycled high-density polyethylene (HDPE) to hold the three bins in a cluster. Over 18 000 bins were used with a further 1030 for inside use which were made of cardboard.

Signage on the bins included pictograms in a style consistent with other Games signage and some text. During the Games, it was necessary to make modifications to pictograms to redirect some waste. Single-serve condiments and milk, confectionery and ice-cream wrappers and higher quantities of cardboard in diversion streams created unexpected problems.

Waste Reprocessing

Eight waste streams were in place during the Games to ensure that the maximum amount of waste was reprocessed and the minimum amount disposed of in landfill. In public areas there were three waste bins described in Diagram B.

Disposable foodware and other products included fibre-based bowls and plates, cups and other food containers made from sugar cane or wood fibre, cutlery and bin liners made from biodegradable plastic (cornstarch), plastic food and drink containers made from PET or HDPE.

Back-of-house there were five more streams. During the Games, recycled materials were sorted and sold as raw materials. Most of the food and paper stream was mixed with shredded green waste, animal manure and bedding from the equestrian venue, and composted in a static pile operated by a commercial compost business in the west of Sydney. In March 2001 the compost was screened and the mulch sold as a soil conditioner. The food and paper stream from Olympic Live Sites in the city, and 300 tonnes of the venue food and paper stream, were sent to the Port Stephens Council Waste Facility north of Sydney for recycling and composting.

Analysis

Over the 60-day period of the Games, 5010 tonnes of Olympic waste was generated, 68 per cent of which was diverted for reprocessing. The majority of this waste – 3105 tonnes – was generated during the Olympic Games, corresponding with the period of the most intense activity at the venues and Villages. During the Olympic Games 77 per cent of waste was diverted for reprocessing. The waste generation rate for the Olympic period was just under 0.4 kg per person.

The waste disposal practices of different groups varied greatly. Spectators tended to perform better than staff in competition venues. The Olympic Village performed extremely well, while the IBC performed badly, with Waste Services NSW rejecting numerous loads because of high contamination levels. The differences were due to many factors, including training, culture and supervision. The amount of cardboard and plastic used during bump-in at venues was higher than expected; at bump-out, the amount of paper discarded was again very high.

For the period 15 September – 1 October inclusive, the waste tonnage into and out of waste facilities was as shown

14. Kitchen waste from SOCOG's cafeteria was devoured by hungry worms. Staff could then take home the liquid fertiliser for their plants and gardens

15. Recycling bins were set up in the Olympic Village in the earlier stages of the environmental planning. The signage and colours were later changed to correspond to the correct materials and the Look of the Games theme

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BROWNY RENEXSOCOG

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PETER OTTESENSOCOG

Diagram B

Waste Reprocessing

Waste Stream	Bin Colour	Contents & Reprocessing/Disposal
Public Areas		
Plastic, glass and cans	Green with yellow lid	Plastic food containers, bottles and cups (all PET), glass bottles and aluminium and steel cans – separated at a Materials Recovery Facility (MRF) and sent to plants for recycling.
Residual	Black	Other waste – sent to landfill
Food and paper	Dark red	Food and soiled paper waste, including all disposable foodware – composted in a commercial biowaste facility.
Back-of-house		
Clean paper and cardboard	Blue	Office paper, newspapers, cardboard, etc – recycled
Glass containers	Red	Glass bottles – recycled
Cooking oil	Olive green	Used cooking oil – recycled
Medical, veterinary and quarantine waste	Yellow	Disposed of in treatment plants.
Reusable	No specific colour	Included reusable pallets, packaging, toner cartridges, etc – reused.

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below. The gross diversion rate (i.e. streamed for recycling) for landfill is shown as 76.6 per cent. This compares very favourably with the average domestic kerbside diversion rate for Sydney (currently around 35 per cent) and is much further ahead of the average public event recycling figure.

Landfill	Diverted from landfill	Total (tonnes)
727	2377	3104
23.4%	76.6%	100%

The landfill figure of 727 tonnes also compares favourably to the Atlanta figure of around 1950 tonnes especially as there was a large Common Domain area connecting the venues of Sydney Olympic Park. OCA provided a senior manager and two other staff for monitoring and management.

Outcomes

The overall outcome exceeded the target of 75 per cent diversion but could have been improved by greater control and care in waste streaming. It was necessary to introduce monitoring teams to improve management control and to adopt more flexible recycling methodologies to handle the contamination in the plastic, glass and aluminium stream. The use of biodegradable bags became unnecessary by the employment of a bag splitter in the compost stream.

The major difficulties arose through the high estimates of waste which resulted in over-capacity and cost in many areas.

Staffing

The SOCOG Catering and Waste Program's full-time staff consisted of a Program Manager, Assistant Program Manager and an assistant. Venue teams had catering and waste functional managers.



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PETER OTTESEN/SOCOG



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NATHAN EDWARDS/NEWSPIX

16. Athletes were also served food in recyclable containers. Lauren Burns, gold medallist in taekwondo, enjoys her food in the Main Dining Hall

17. Plastic was recycled at a materials recovery facility where it was sorted, bundled and compressed before being ultimately reused



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18. Nineteen lighting towers line Olympic Boulevard. Each 30 m tower is fitted with 2880 solar cells, transforming the sun's light into energy

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ALEX HESSE/OCOG

Consultation and Evaluation

A significant part of Sydney 2000's environmental processes was their provision for consultation with, and evaluation by, independent environmental experts. A number of independent environmental authorities and organisations gave regular 'report cards' on how well Sydney 2000 measured up to its environmental objectives in staging the Games.

Sydney 2000 attempted to have a positive and open relationship with green groups, in particular Greenpeace and Green Games Watch 2000, a coalition of green groups funded by the NSW and Australian Governments to be a 'watchdog' of the Games. While Greenpeace and Green Games Watch 2000 often urged OCA to do more on the environmental front to meet their own specific agendas, the general climate between

Sydney 2000 and these groups was productive as all parties were intent on achieving the 'greenest' Games possible. Where disagreement arose, as in the case of refrigerants, the green groups were open in their criticism. At the same time, however, they acknowledged the important initiatives that were being taken.

The Homebush Bay Environmental Reference Group, comprising academics, community representatives and environmental groups, was established to provide ongoing advice and feedback to OCA on its remediation programs. A key result was the improvement of the community's understanding of the remediation of Homebush Bay.

As well as this process of consultation, the environmental initiatives of Sydney 2000 were evaluated to a scale never seen on a major project in Australia before.

From 1997, OCA supplied the NSW Environment Protection Authority (EPA) with *Quarterly Environmental Performance Reports* on its performance and compliance with regulatory requirements. The EPA insisted on timely and comprehensive reports and examined them rigorously.

Throughout the life of the project, major audits were undertaken by OCA to check whether it was meeting its own criteria and performance standards. For instance, a comprehensive review of OCA's implementation of the Environmental Management System was conducted to ensure that the systems and procedures established for managing environmental issues were appropriate and proactive.

Monitoring was undertaken on an ongoing basis into the success of both the remediation program and OCA's various ecological programs, to ensure that standards were maintained and that applications of new technologies were considered.

To encourage wider understanding of its work and to facilitate initiatives by others, OCA prepared a *Compendium of Ecologically Sustainable Development – Initiatives and Outcomes* that documented the range of environmental initiatives incorporated as part of the development of OCA's venues and facilities. The compendium was updated annually and distributed to a wide range of stakeholders and interested groups.

OCA publicly released an annual *State of the Environment Report* assessing its environment programs. The 1996 *State of the Environment Report* discussed environmental conditions and their management at Homebush Bay and the Sydney International Regatta Centre from a historical perspective up to the end of 1996. The approach for the 1997 report was broadened to include corporate environmental reporting and also included baseline environmental information for those venues that came under OCA's responsibility during 1997.

The 1998 *State of the Environment Report* continued with the corporate environmental reporting format. It provided a detailed overview of OCA's environmental performance by outlining its environmental policies and commitments and its application of ecologically sustainable development in the delivery of Olympic venues and facilities. The 1999 report detailed OCA's

practices and achievements during 1999 along with outlining its environmental directions in the lead-up to the Games.

In December 2000 a *Post-Games Environment Report* covering the whole of Sydney 2000's environmental achievements was released. OCA was awarded a number of environmental achievement awards, such as the Gold Award in the State Government Category at the Rivercare 2000 Awards in Sydney, for its innovative water management systems at Homebush Bay. The Sydney SuperDome won the Construction Practices category in Australia's 1999 Banksia Foundation Environmental Awards. In 2000, OCA received the Banksia Foundation's award for its program to protect endangered Green and Golden Bell Frog, including the highest of its awards, the Gold Award.

Following the successful completion of the Games, lessons learned from the construction and operation of Sydney's Olympic venues have been compiled into a benchmark document which will provide information for future major developments. The *Sydney 2000 Olympic and Paralympic Games Benchmarks* covers key planning and development topics including renewable energy, water conservation, building materials and biodiversity, as well as key issues for sustainable event management. They trace Sydney 2000's progress from the original environmental guidelines of 1993, assess achievements against those guidelines and provide details of lessons learned along the way. The benchmarks document was co-authored by members of the Olympic Environment Forum.

The final but arguably the most important judge of Sydney 2000's environmental performance was that prestigious international body, the Earth Council.

OCA engaged the Earth Council to provide an independent, international perspective on its environmental performance through periodic reviews. The Earth Council reviews in 1997 and 1998 both awarded OCA an environmental performance rating overall of 8 out of 10. In the third review in 2000, OCA was awarded 8½ out of 10. This improved rating reflected the very high standards achieved by OCA. The Earth Council commended OCA for its comprehensive approach in fulfilling its environmental commitments. During the reviews the Earth Council identified areas for improvement and OCA addressed the issues raised. The issue consistently raised for improvement was relationships with green groups, which remained a challenge for Sydney 2000 throughout the period.

The Earth Council carried out a final review of OCA's environmental performance after the Games. That review commented on the environmental achievements of Sydney 2000 as follows, "The OCA showed strong leadership from the outset in setting out a compelling vision, using the competitive tendering process to elicit environmentally-progressive submissions, and putting in place effective environmental management tools." Further, it said, "OCA's effort to promote both energy conservation and use of renewable energy was highly effective." It went on to say, "The greatest success story, however, is undoubtedly the high level of reuse and recycling of construction and demolition waste achieved in the building stage."

The Earth Council remarked of Sydney 2000's overall performance, "Records have also been set in the race toward sustainable development. Some of these are Olympic performance records – that is the best ever performance at a summer Olympic event – others are truly world performance records for an event or development project of any kind."

The Environment

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Chapter Six



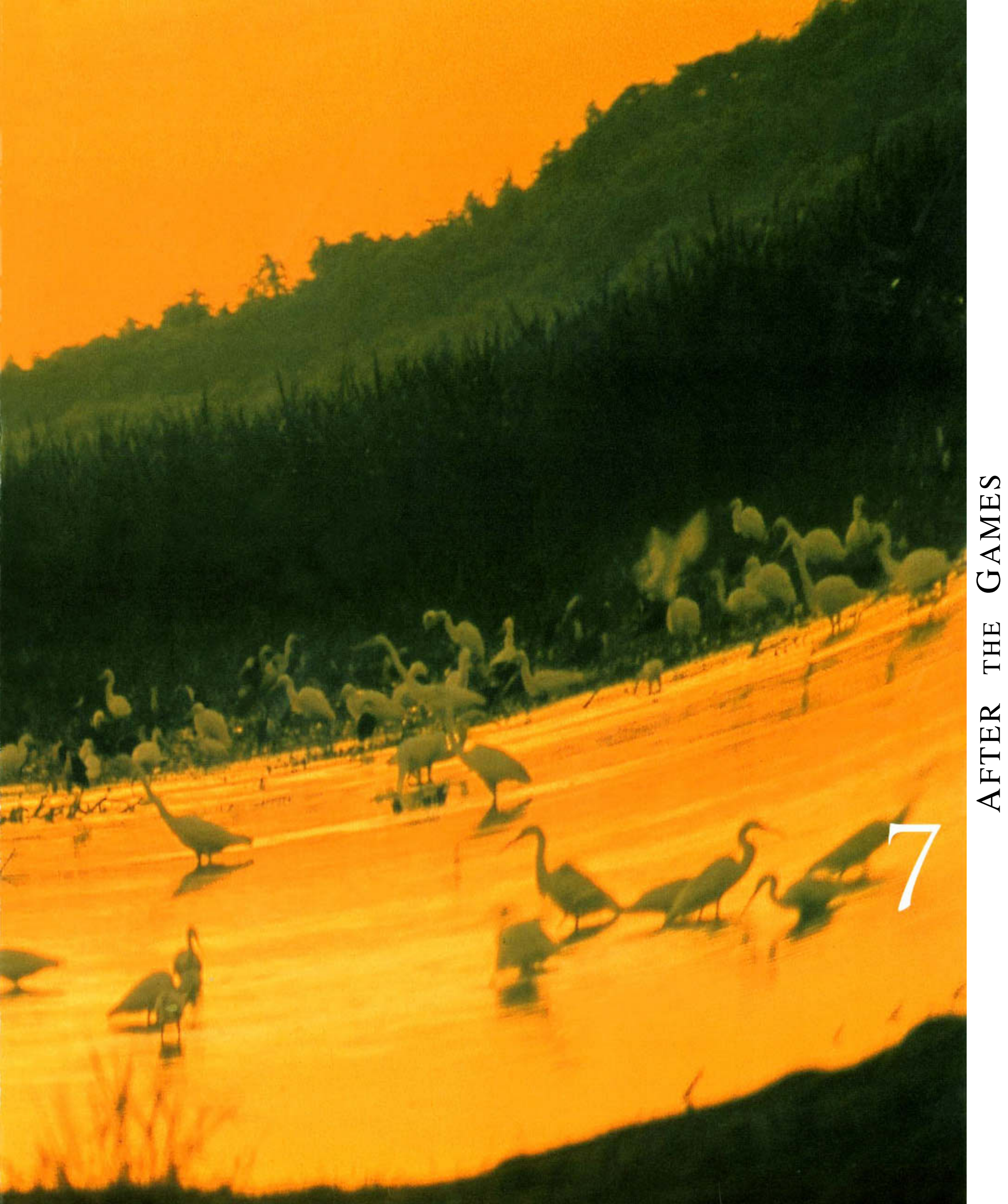
19. Sydney's SuperDome can be seen from one of Homebush's wetland corridors. Once filled with rubbish, the wetlands now provide a home for native plants and animals



19

BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY









LEGACIES AND OPPORTUNITIES

The enormous success of the Sydney 2000 Olympic Games can be measured not only in terms of the quality of the festival of spirit, culture and celebration of the Games itself but also in the sense that the process of bidding, preparing and staging the Games represents a significant catalyst for economic, cultural and social change. The emphasis in the Sydney Bid and, of course, those that have followed for other Olympic cities, was one of opportunity – opportunity to reap an overall benefit in the level of economic activity around the staging of the Games, to upgrade sporting, entertainment and general urban infrastructure, and to showcase Sydney for world-wide business opportunities, including tourism.

Sydney's bid recognised that for Sydney to stage a successful Olympic Games, and to exploit the potential opportunities and benefits from the Games, more had to be done to improve the overall functioning and attractiveness of Sydney as a destination. The bid outlined a blueprint of actions and activities, some of which were obvious and explicit, such as building new sporting venues, while others were alluded to in broad terms but then translated by various stakeholders into definitive projects. A good example of the latter was the upgrading of street lighting, the widening of footpaths and the modernisation of street furniture in the centre of the city by the Council of the City of Sydney.

Allied with all this, and indeed as part of it, has been the opportunity to develop and apply new technology in relation not only to physical but also to intellectual and human capabilities. The spotlight, focus, scale and complexity of staging the Games almost forces an upgrading of human skills across a wide range of sectors of the economy and the community. The examples are almost endless. In a sensitive and sophisticated society, the community's basic social and environmental fabric is also injected in a positive way by the Games. For example, the celebration of the concept of indigenous cultures was a significant element of the preparations and staging of the Games, particularly through the cultural festivals, the Games ceremonies, the showcasing of indigenous art and culture, and programs which created employment and training. The challenge of the scale and complexity of the Games and the challenge to excel in areas like environmental performance has the potential to encourage a city to do day-to-day things better. The techniques developed and applied to Games preparations and staging often quickly get applied to the same activities in day-to-day non-Olympic mode, with a consequent increase in skill levels.

The Olympic Opening Ceremony was an extraordinarily successful show, acclaimed within the Olympic Stadium, throughout Australia, and around the world. It was a celebration of Australia, its history, environment and culture. Potentially contradictory approaches to the texture of Australia were

successfully melded into a collage of profound observation, rich spectacle, social commentary and gentle self-mockery. The Opening Ceremony bravely gave prominence to what is arguably the most controversial challenge currently confronting Australia – the issue of Reconciliation between the indigenous populations and the immigrants of the past 200 years. It highlighted the cultural richness and achievements of both groups. The climax, the lighting of the Olympic cauldron by indigenous athlete Cathy Freeman in a sequence blending fire and water, provided a powerful image that will remain in the memory as a great symbol of a highly acclaimed Games.

The Closing Ceremony was completely different in structure and character. A relatively brief and dignified formal ceremony – until the extinction of the Olympic flame – was followed by an exuberant party with an eclectic mix of Australian music, performers and personalities. The setting was a metaphor for a typical Australian backyard party, complete with barbecues and Hills Hoist clotheslines. The show highlighted Australian hospitality, particularly the reputation for throwing great parties. It was imbued with a sense of fun, larrikinism and goodwill – a celebration of a great Games, rather than a wake for its passing.

International recognition of the significance of the event was demonstrated in the *Times Colonist* of Canada, 2 October 2000:

"By the time they lit that enormous 'River of Fire' trail of fireworks from Stadium Australia to Sydney Harbour on Sunday, we all knew that these Millennium Olympic Games had been something special. Now and then this aching planet does come together, in ways that can move and surprise you."

Sydney, as a metropolis, has learnt and upgraded skills to manage events, transport, and delivery of goods and services, at the same time as the centre of the city has been upgraded

Legacies and
Opportunities
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1. When the Games, after having captured Sydneysiders and international audiences alike, drew to a close, legacies both physical and emotional were left for the people of New South Wales
2. Sydney presented its beauty to the world during the 16 days in September 2000. Because of the images broadcast to millions around the world, tourism is expected to rise significantly over the next few years



NICK WILSON/SPORT



with wider footpaths, improved lighting and selective additions to our cultural and development infrastructure. New expressways have been built and key road interchanges developed along with improved management of the traffic system – not to mention a substantial upgrading of Sydney Airport, earlier than would otherwise have occurred, to standards in keeping with Sydney's status as an international city and tourist destination.

Much of the transport and public amenity infrastructure upgrading occurred not because it was essential or even necessary for the Games, but because the Games was both a catalyst for change and a milestone. The coincidence of the close of the twentieth century and the dawn of the new millennium with the staging of the Games added further impetus to the idea that Sydney was well and truly on the world stage as the New Year images of Sydney Harbour celebrations in 1999 were telecast across the world.

For Sydney, for New South Wales and Australia, the Sydney 2000 Olympic Games provided massive exposure and publicity to the world and in many cases a first or a renewed awareness of Australia. The business opportunities identified and the networks established internationally, particularly with the many thousands of business people who visited Australia during and prior to the Games, will continue to provide opportunities into the future for Australian business and trade, particularly in the Asia-Pacific region where Australia has a growing status as a stable and developed country with benefits to offer the region and the rest of the world wanting to do business there.

A significant component of these opportunities, reflected in the experience of other Olympic cities and indeed in Sydney during the preparations and Games period, is the growth in tourism and related industries such as exhibitions and conference venues. Sydney in particular is now better placed to host tourists, with more quality hotel accommodation and the benefits of the training and development of the hospitality workforce which was concurrently pursued by the NSW and Australian tourism industry in the preparation for the Games.

At the heart of the direct preparations for the Olympic Games were significant additions to Sydney's sporting and entertainment infrastructure through the construction of Olympic venues. Sydney now has a unique international and national destination in Sydney Olympic Park with its tree-lined Olympic Boulevard, public gathering places, special water features and, of course, the Sydney 2000 cauldron. The site also provides a substantial increase in secondary exhibition facilities, allowing new business opportunities and supporting the existing facilities on the fringe of the CBD.

Sydney Olympic Park is also home to the Millennium Parklands – 450 ha of urban parklands of extraordinary diversity on the banks of the Parramatta River – which will be opened up to the public for recreation post-Games. The celebration of the centenary of European settlement in 1888 saw the establishment of Centennial Park in Sydney's eastern suburbs; the bicentenary in 1988 saw the creation of Bicentennial Park, adjacent to what is now Sydney Olympic Park. The new Millennium Parklands will undoubtedly evolve further as Sydney's residential density increases, creating an even greater



need for the 'breathing spaces' provided by urban parklands with the scale and diversity of the Millennium Parklands.

The Olympic venue and parkland development program, including the solar-energy Olympic Village, resulted in a great deal of innovation, particularly in environmental design and construction. The water recycling scheme at Sydney Olympic Park ensures re-use of both waste water and sewage on site. New techniques were developed for the remediation of contaminated land to create useful parkland environments. These facilities have set new standards and are being examined by the rest of the world, from the developed countries to the developing nations of Asia, seeking to apply innovation and techniques from Sydney.

At the same time, planning and staging the Olympic Games enhanced Australian skills in respect of venue-based event planning and operations, citywide events planning and operations, transport management and operations, security planning and operations, sports management, event management training, environmental management and cleaning and waste management.

All in all, the legacies and opportunities presented by staging the 2000 Olympic Games extend to many aspects of Sydney's life and to its role as an international centre of business and tourism. A place where innovation flourishes. Most importantly, in a globalised world, cities which claim a place in the sun need to be able to function as good and effective world citizens. Sydney demonstrated this capability in its hosting of the Games in respect of all the many ramifications of this role, including visitor hospitality, city management, transport and airport operations and, above all, the unique combination of natural beauty and friendliness of the city. The recognition of Sydney's world citizenship by Sydneysiders and other Australians, and the world at large, may well be the most enduring legacy of the Games.

Sydney's extraordinarily successful Games and celebration of spirit and culture has also changed the way the world regards the Olympic Games – as an event highlighting important human qualities of trust, friendship, respect and 'being the best'. In spite of the scale and complexity of the Games, the welcoming warmth of Sydneysiders ensured that at the end of it all, humanity triumphed.

Legacies and Opportunities

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3 and 4. *Opposite page: Penrith's Whitewater Stadium and the SuperDome have made a successful transformation into their post-Olympic existence*

5. *The most visible legacy, perhaps, of the Sydney Games, is the new suburb of Newington, home for the Olympic athletes during the Games, and Sydney Olympic Park, transformed from a wasteland into a green living space*



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

Competition Venues
Volume One

BLACKTOWN OLYMPIC CENTRE AT AQUILINA RESERVE



Architect	Michael Davies & Associates
Location	Blacktown
Construction commenced	10 March 1999
Construction completed	18 February 2000
Opened	19 February 2000
Cost of construction	\$31.3 million
Cost of Olympic overlay	\$11.5 million
Operator of venue	Blacktown City Council
Use before Games	Venue for training, competition and test events for softball and baseball.
Use during Games	Softball, baseball venue no. 2, athletics training
Use after Games	Premier NSW softball and baseball facility.
Seating capacity before Games	Softball – 1000; baseball – 500; athletics – area on embankments around track
Seating capacity during Games	Softball – 8000; baseball – 4000
Seating capacity after Games	Softball – 1000; baseball – 500

Special Features

Venue includes 3 softball diamonds each with a special surface known as sand profile construction, designed to drain rapidly. This allows fast recovery of the ground after rainfall and minimises delays due to wet weather. Features the first wheelchair softball diamond in Australia. The baseball area includes 3 baseball diamonds all with the optimum south-easterly orientation and the same rapid draining surface of the softball diamonds. Athletic facilities include an all weather 8 lane synthetic track and 3 training areas for the field events of discuss, shotput and javelin.

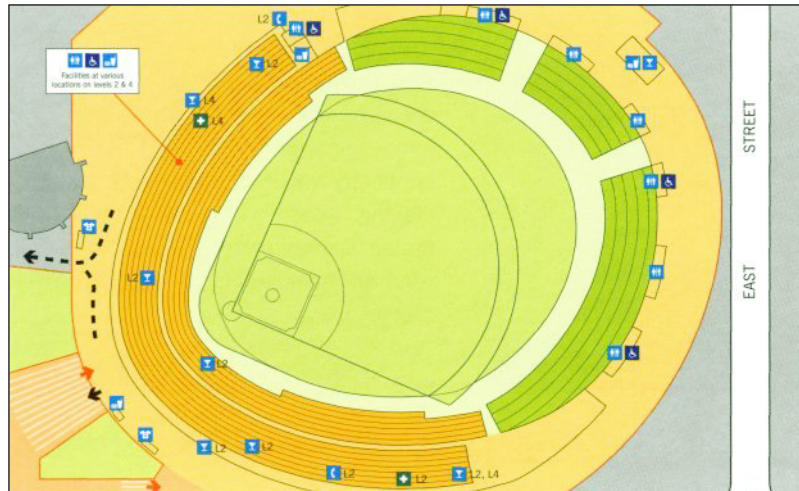
Highlights

The Softball venue is described as a 'home-run heaven' with a record number of home runs at the national softball championships in Jan 2000. One proposed reason is the aerodynamic design of the stadium.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

BASEBALL STADIUM



Architect	CPTC and Ancher Mortlock & Woolley
Location	Sydney Olympic Park, Homebush Bay
Construction commenced	May 1996
Construction completed	February 1998
Opened	February 1998
Cost of construction	\$11 million
Cost of Olympic overlay	\$3.1 million
Operator of venue	Royal Agriculture Society of NSW
Use before Games	Built to accommodate needs of Royal Agricultural Society, baseball and rock concerts
Use during Games	Baseball and modern pentathlon – riding, showjumping and running
Use after Games	Same as before
Seating capacity before Games	12 000 plus grass banks
Seating capacity during Games	11 000 (in arena) 14 000 (including grass)
Seating capacity after Games	12 000

Special features

A unique feature of the Arena's design is the 20 m concourse which allows spectators to walk the entire circumference of the arena

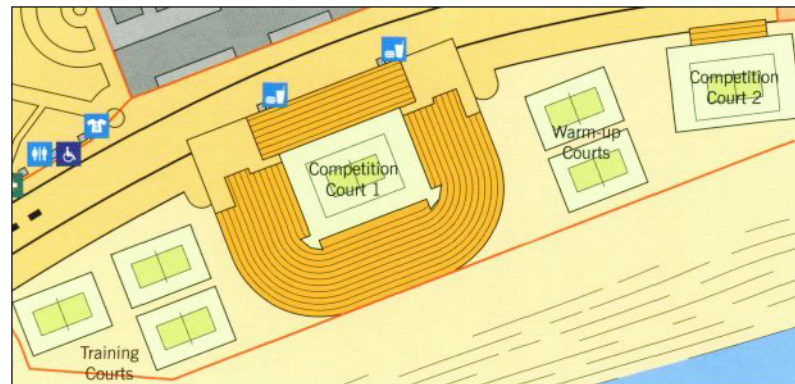
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CHARLES BUTCHERS/SCOG

Competition Venues
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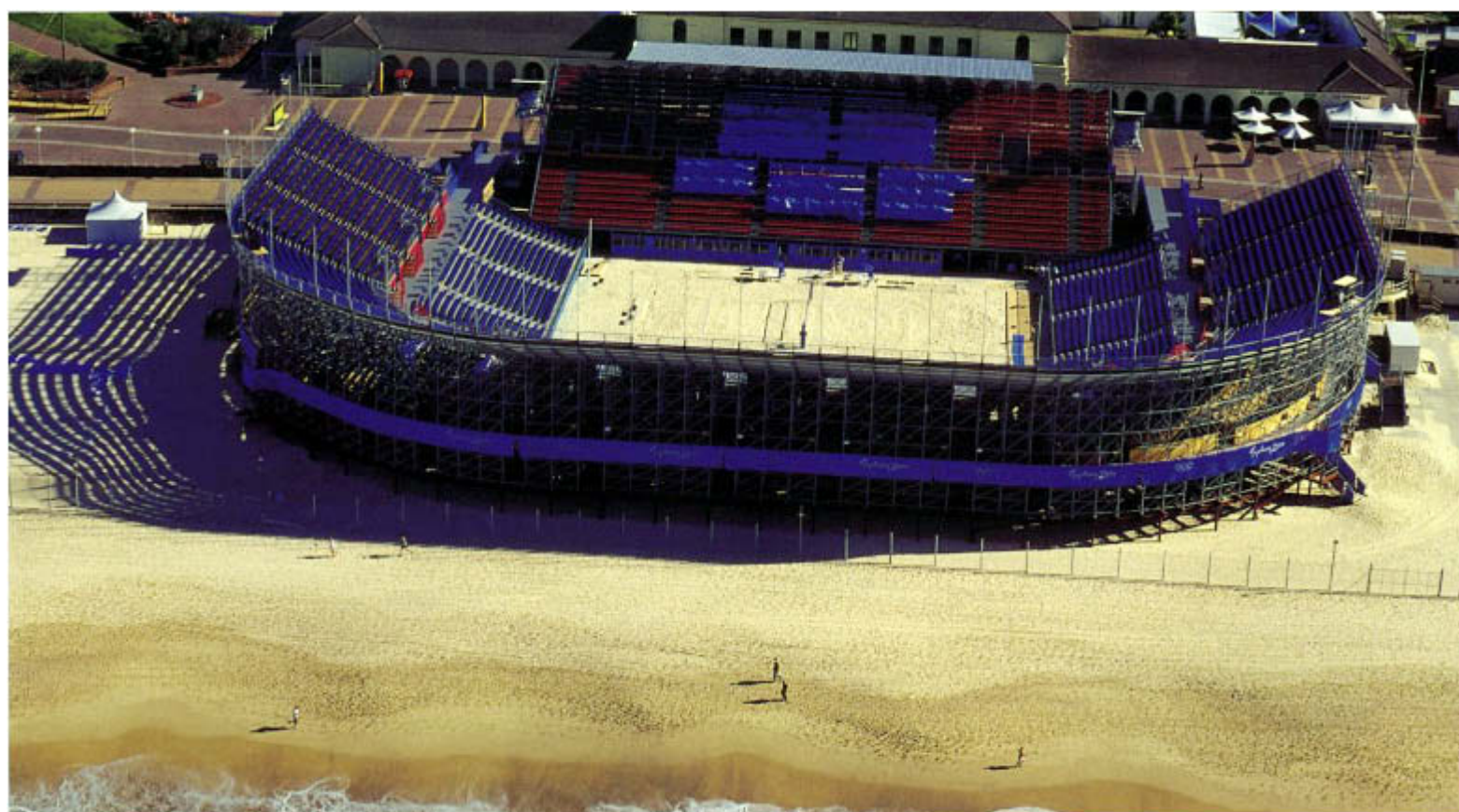
BEACH VOLLEYBALL CENTRE, BONDI



Special features

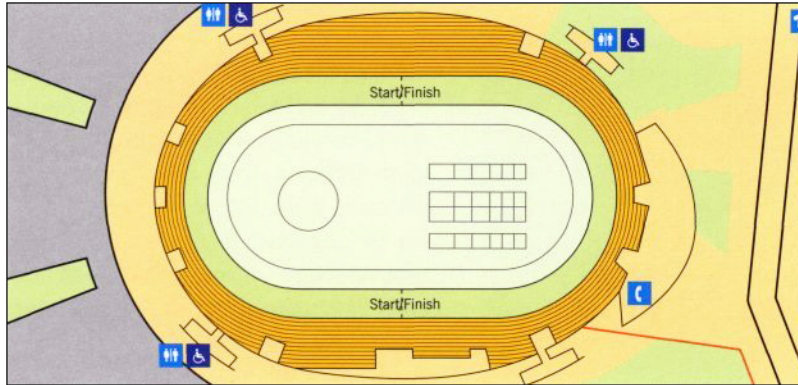
First Olympic event to be hosted on an ocean beach. Situated on one of the most famous beaches in the world. Stand alone temporary venue designed specifically for staging beach volleyball competitions during Games time. Stadium was built, used and removed in the period between May and October, 2000.

Architect	–
Location	Bondi Beach
Construction commenced	Building March 2000 Seating 8 May 2000 – temporary facility
Construction completed	1 August 2000
Cost of construction/overlay	\$17.6 million
Operator of venue	OCA
Use during Games	Beach Volleyball
Seating capacity during Games	10 000



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

DUNC GRAY VELODROME, BANKSTOWN



Architect	Ryder SJPH Architects
Location	The Crest of Bankstown
Construction commenced	May 1998
Construction completed	November 1999
Opened	26 January 2000
Cost of construction	\$42 million
Cost of Olympic overlay	\$5.9 million
Operator of venue	Bankstown District Sports Club
Use before Games	Olympic training, cycling events and community events
Use during Games	Track cycling
Use after Games	National and international cycling events, local, school and club cycling competitions, coaching and training of elite athletes, basketball, badminton, exhibitions, trade shows and banquets
Seating capacity before Games	3000
Seating capacity during Games	6000
Seating capacity after Games	3000

Special features

A compact domed structure with a 250 x 7 m banked cycling track made from 60 km of baltic pine timber. Helmet shaped roof spanning more than 2 rugby fields holds glazed central skylights, equipped with light-control louvres to optimise natural lighting and eliminate shadows on the track. Design utilises the heat generated by the crowd to draw in air through the louvres on the side of the velodrome to create circulation not dependent on power. The internal space is column free and provides excellent sightlines from all spectator vantage points. Architects maximised use of the spectator capacity by not building internal toilet blocks but instead attaching them to the outside of the venue in corrugated steel clad annexes.

Highlights

Named after one of Australia's greatest cyclists Dunc Gray. Gray competed in 3 Olympic Games was the first Australian to win a gold medal in cycling at LA in 1932, and was involved in Sydney's successful bid for the 2000 Games. The venue has been described as "a bit of architectural wonderment in the western suburbs".

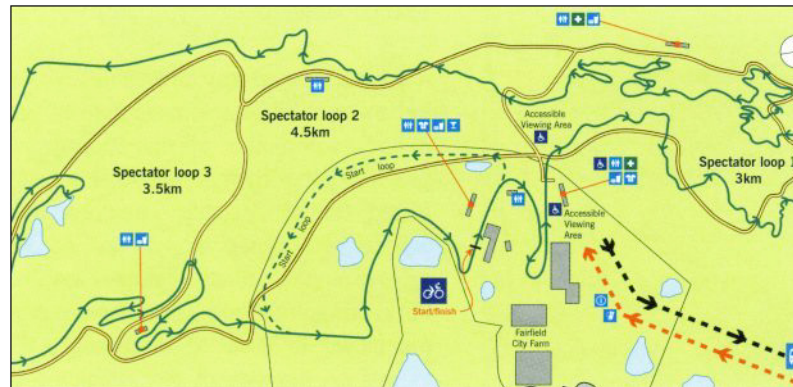
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DANIEL WAEGERSSOOG

Competition Venues
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MOUNTAIN BIKE COURSE, FAIRFIELD CITY FARM



Course Designer	Glen Jacobs
Location	Fairfield City Farm Abbotsbury
Construction commenced	October 1997
Construction completed	March 1999
Opened	1 August 1999
Cost of construction	\$100 000 (course)
Cost of Olympic overlay	\$3.9 million
Operator of venue	Fairfield City Farm
Use before Games	Venue for the 1999 Mt. Bike World Cup and open to the public for visitors to walk, run or ride the course. Schools use the track for cross country events
Use during Games	Mountain bike competition
Use after Games	Same as before
Spectator Capacity	General admission 20 000
Seating capacity before Games	–
Seating capacity during Games	–

Special features

Mt. Bike Course is situated within Fairfield City Farm, a 186 ha working farm providing sheep shearing, whip cracking, milking, mustering and other farm experiences. 4W-drive tours, fishing and conferencing are also available. Course is a 7 km cross country course set in a natural Australian bush landscape with difficult technical sections including high speed turns, steep drops and single track paths as narrow as 50 cm. Natural amphitheatre of the Farm enables maximum spectator viewing and provides excellent views of the city of Sydney and the Harbour Bridge.

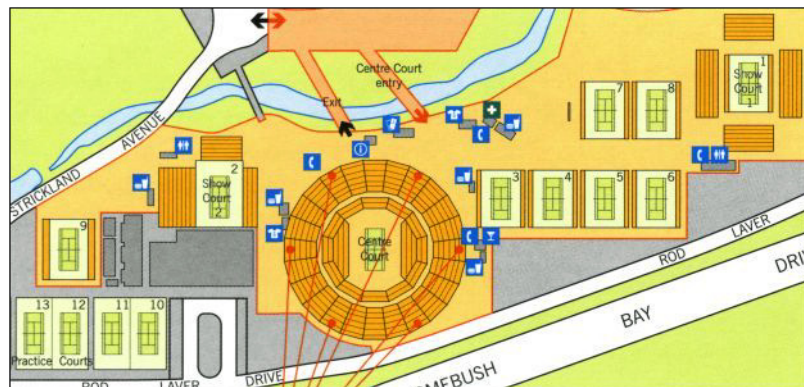
Highlights

Designer describes the course as 'explosive' and with excellent vantage points for spectators it will offer a Visual feast' for fans.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

NEW SOUTH WALES TENNIS CENTRE



Architect	Lawrence Nield and Partners
Location	Sydney Olympic Park, Homebush Bay
Construction commenced	November 1998
Construction completed	7 December 1999
Opened	8 December 1999
Cost of construction	\$42.9
Cost of Olympic overlay	\$8.5 million
Operator of venue	Tennis NSW/AAP Events
Use before Games	Home for Tennis NSW attracting local and international competitions and as venue for functions and conferences
Use during Games	Tennis
Use after Games	Local and international tennis events, functions and conferences
Seating capacity before Games	Centre court stadium – 10 000
Seating capacity during Games	7400 seats added to show and match court
Seating capacity after Games	10 000

Special features

Venue includes a 10 000 seat circular centre court, 2 show courts, 7 match courts and 6 practice courts all with Rebound Ace cushioned acrylic surfaces. The centre court stadium provides shade to 70 per cent of the seats and court lighting has been integrated into the roof, removing the need for separate lighting pylons. Uses a natural air-conditioning system, the first of its kind in a structure so large. Steepest international tennis stadium in the world with a rise of 30 degrees. Height creates intimacy so even people in the back row are never more than 45 m away.

Highlights

Designer Lawrence Nield, says he exploited all the tricks of his trade to create a clever and practical building with a strong geometrical form. Chris Johnson NSW government architect described the design as, "A cantilevering concrete bowl which at night looks as if it floats like a flying saucer."

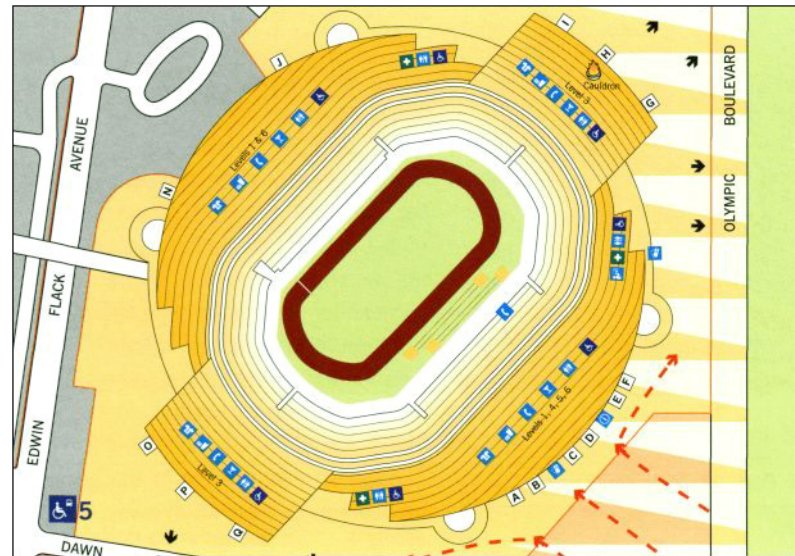
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CHARLES BUTCHER/BOGOG

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OLYMPIC STADIUM



Architect	Bligh Lobb Sports Architecture
Location	Sydney Olympic Park, Homebush Bay
Construction commenced	September 1996
Construction completed	February 1999
Opened	March 1999
Cost of construction	\$710 million
Cost of Olympic overlay	\$16.3 million
Operator of venue	Stadium Australia Management
Use before Games	Host to 2 seasons of Rugby League, Rugby Union, American football matches, soccer, concerts, athletics and special cultural events
Use during Games	Opening and Closing Ceremonies, Athletics, Football final
Use after Games	Rugby Union, Rugby League, Soccer, Australian Rules Football, concerts
Seating capacity before Games	110 000
Seating capacity during Games	115 600
Seating capacity after Games	80 000

Special features

Stadiums' roof is a hyperbolic paraboloid shape based on the style of the Akubra hat. Three ha in area it is made from a translucent polycarbonate to minimise shadows and patches of sunlight on the playing area and covers 60 000 people. Grandstand seating colours and design based on Sydney 2000 fluid energy graphic. Facilities include private suites and open corporate boxes, bars, restaurants and function rooms. Ranks among best outdoor venues in the world setting new aesthetic and functional standards for buildings of its type. Awarded number of awards for excellence and chosen as best new commercial building by Master Builders because of its versatility and the ease with which it can be converted to a multi-functional facility. Winner of national energy award for its use of natural lighting, 2 gas cogeneration units and energy efficient lighting

Highlights

Cathy Freeman, "I love the way it looks and feels, the colours and especially the aromas". Seats the most spectators in the history of the modern Olympic Games. The Great Stadium Walk was such a landmark event that one newspaper devoted 16 pages naming the 100 000 people who walked around the track on its opening day: "It was breathtaking. It really makes you want to achieve. If it inspires only one young person to go out and do something, it's been well worth it."



BOB PETERS/OLYMPIC COORDINATION AUTHORITY

PENRITH WHITEWATER STADIUM, PENRITH LAKES



Architect	Pacific Power International
Location	Penrith
Construction commenced	June 1998
Construction completed	May 1999
Opened	31 October 1999
Cost of construction	\$6.6 million
Cost of Olympic overlay	\$6.7 million
Operator of venue	Penrith Whitewater Stadium
Use before Games	Operated as a commercial venture providing range of uses from white water experiences for beginners, to training and competition for elite athletes.
Use during Games	canoe/kayak slalom events
Use after Games	Whitewater training, competition and recreation
Spectator capacity before Games	5000
Seating capacity during Games	Grandstand – 8500 Grass – 4000
Spectator capacity after Games	5000

Special features

Whitewater course at Penrith is multi-functional, providing both a challenge to top international athletes and then through configuration to recreational users. U-shaped concrete course, 300 metres long and 8–14 m wide it contains artificial beaches and obstacles which can be taken away to create different levels of difficulty. Mechanical conveyor belt carries rafts, canoes and kayaks with competitors in them from the tail pond back up to the upper pond. Course fed by 14 000 tonnes of recycled water every second.

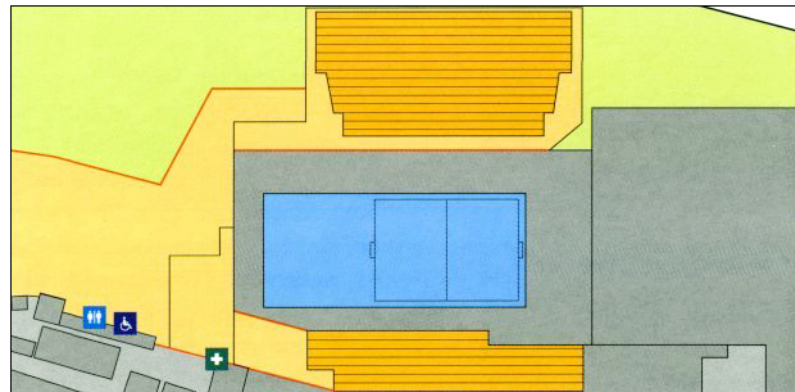
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RYDE AQUATIC LEISURE CENTRE



Architect	Peddle, Thorp and Walker
Location	Ryde
Construction commenced	Demolition November 1998, Earthworks Feb 1999, Construction April 1999
Construction completed	Practical completion 15 April 2000
Opened	Open to the public 22 May 2000
Cost of construction	\$25.9 million
Cost of Olympic overlay	\$8 million
Operator of venue	Next Generation Clubs Australia
Use before Games	Public use (open for general business), waterpolo test event and training
Use during Games	Waterpolo
Use after Games	Community facility and host to local and national water polo competitions
Seating capacity before Games	600-800
Seating capacity during Games	Approx 3900
Seating capacity after Games	600-800 (Olympic pool) 200 (dry-court facility)

Special features

Community facility which includes a 51 m indoor pool with moveable boom, leisure pool incorporating a 25 m warm up pool and wave making mechanism and 2 indoor basketball courts. Key feature is the venues transparency. Large expanses of glass, with passive solar control, provide views through the building to the south, yet prevent solar glare forming across the pool water surfaces.

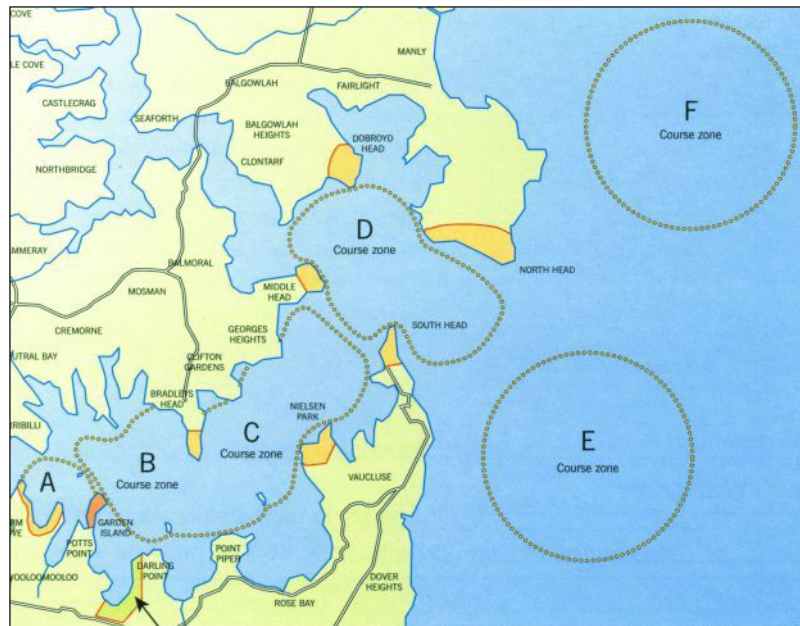
Highlights

World's best practice ozone/UV disinfection/filtration system. Majority of pool water heating comes from water heat recycled from the pool hall air. This is achieved when the air is de-humidified, releasing latent heat, which is returned to the water. Gas boilers used only to get the pool up to temperature after re-filling. Major savings in energy consumption.



CHARLES BUTCHERS/SCOGS

SYDNEY HARBOUR, RUSHCUTTERS BAY



Architect	—
Location	Rushcutters Bay – temporary facility
Construction commenced	Restoration work Marina May 1998, Overlay May 2000
Construction completed	August 1998
Cost of Olympic overlay	\$12.6 million
Operator of venue	NSW Government
Use before Games	Community lands/facilities
Use during Games	Sailing Shore Base
Use after Games	Same as before
Spectator capacity during Games	No spectators at the Shore Base, unlimited opportunities on and around Sydney Harbour. Maximum crowds expected at Bradfield Park (10 000) and Bradleys Head (5000) for closing ceremony. 7500 at Sydney Opera House forecourt match race sailing 5000 at South Head 8000 at Neilson Park for Closing Ceremony

Special features

Olympic Sailing Shore Base to be operational base for sailing events and consists of demountable buildings and marquees. A temporary 120 berth marina built for the Games will be converted to a permanent 10 berth marina for use by local community and sailors with disabilities.

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BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

Competition Venues
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SYDNEY INTERNATIONAL SHOOTING CENTRE, CECIL PARK



Architect	Gazzard Sheldon Architects
Location	Cecil Park – South West Sydney
Construction commenced	March 1998
Construction completed	September 1999
Opened	30 October 1999
Cost of construction	\$29.9 million
Cost of Olympic overlay	\$6.8 million
Operator of venue	Cecil Park Clay Target Club
Use before Games	Shooting competition and training. Part of the site is leased to the existing Cecil Park Clay Target Club
Use during Games	Shooting events – rifle, pistol and shotgun
Use after Games	Venue for local, national and international competitions
Seating capacity before Games	1250
Seating capacity during Games	6500 – 7000
Seating capacity after Games	1250

Special features of venue

Facilities include 7 different fields of play which have been designed to reflect Australia's rural architecture. An extremely hi-tech venue relying heavily on electronic targeting systems and contains an audio-visual area to cater for overflow of spectators from the finals range and enhance spectator experience. Most sophisticated scoring and timing technology of all Olympic venues worth \$3.2 million.

Something special

Expected to be the most advanced facility of its kind in the world at the time of the Games. Praised by international coaches, athletes and technical officials as the most sophisticated in the world. "A truly magnificent complex", Bill Murray Australia's head coach. "Quite sensational", Swiss technical official.



CHARLES BUTCHERS/COG

STATE HOCKEY CENTRE



eArchitect	Ancher Mortlock Woolley
Location	Sydney Olympic Park Homebush
Date construction commenced	April 1997
Date construction completed	Grandstand August 1998, Interim pitch March 1998, Pitch December 1999
Date opened	March 1998
Cost of construction	\$16 million
Cost of Olympic overlay	\$11.9 million (a combined cost with State Sports Centre)
Operator of venue	State Sports Centre Trust
Use before Games	Hockey training, test event and competition
Use during Games	Hockey
Use after Games	Will host all levels of hockey competition from school carnivals to international events
Seating capacity before Games	5000
Seating capacity during Games	15 000
Seating capacity after Games	5000

Special features of venue

Grandstand's roof resembles a sail plane suspended in space. Independent of the grandstand structure it hangs from a central mast and is tied down at the front and rear. Lights different from conventional forms. Like adjustable desk lamps, they put the lights at the ideal place and angle.

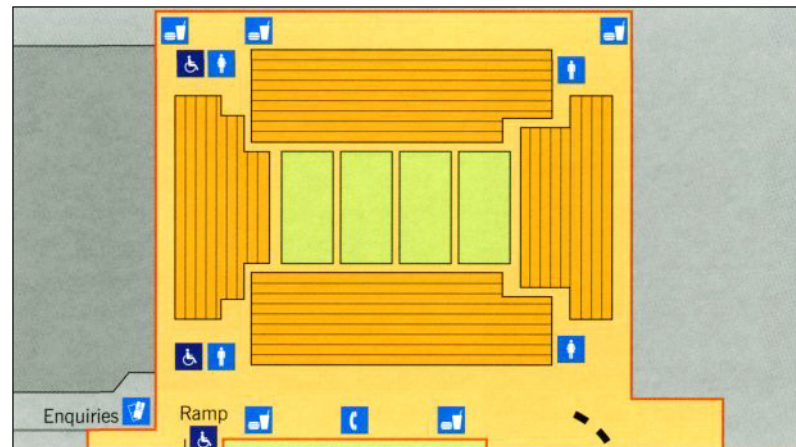
Competition Venues
Volume One



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

Competition Venues
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STATE SPORTS CENTRE



Special features

A multi-purpose venue the complex also contains the State Hockey Centre, State Softball Centre, a golfing range and grass playing fields as well as conference and function facilities.

Highlights

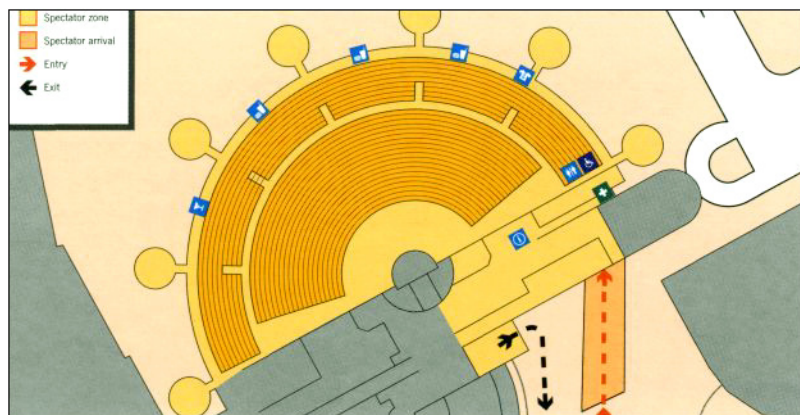
Includes The Hall of Champions' a permanent exhibition paying tribute to Australian sportsmen and women. Includes a display of sporting memorabilia dating from late 1800's to today.

Architect	Government Architect Office
Location	Sydney Olympic Park, Homebush Bay
Donstruction commenced	June 1983
Opened	November 1984
Cost of construction	Existing facility
Cost of Olympic overlay	\$11.9 million (combined with State Hockey Centre)
Operator of venue	State Sports Centre Trust
Use before Games	Multi-purpose venue for elite and amateur training and competition for up to 26 different sports including softball, fencing, basketball and gymnastics. Outdoor concerts
Use during Games	Taekwondo and table tennis
Use after Games	Same as before
Seating capacity before Games	3800
Seating capacity during Games	5000
Seating capacity after Games	3800



CHARLES BUTCHER/SOCCOS

SYDNEY CONVENTION AND EXHIBITION CENTRE



Architect	Convention Centre North – John Andrews Convention Centre South – Anchor Mortlock & Woolley Exhibition Centre – Phillip Cox
Location	Darling Harbour
Opened	May 1988
Cost of construction	Existing facility
Cost of Olympic overlay	\$17 million
Operator of venue	Darling Harbour Authority
Use before Games	Centre provides venue for international, national and local events, conferences and exhibitions
Use during Games	Convention Centre – weightlifting; Exh Halls 1+2 – judo and wrestling; Exh Hall 3 – boxing; Exh Hall 3+4 – boxing and fencing
Use after Games	Same as before
Seating capacity before Games	Convention Centre – 3000; ExhibitionCentre – 0
Seating capacity during Games	Convention Centre – 3800; Exh Halls 1 & 2 – 9000; Exh Halls 3 – 7500; Exh Halls 3 & 4 – 10 000; Exh Hall 4 – 5000; Exh Hall 5 – 2200
Seating capacity after Games	Same as before

Special features

Largest and most technologically advanced facility in Australia. Exhibition Centre comprises 5 halls covering column free space of 25 000 sq m.

Highlights

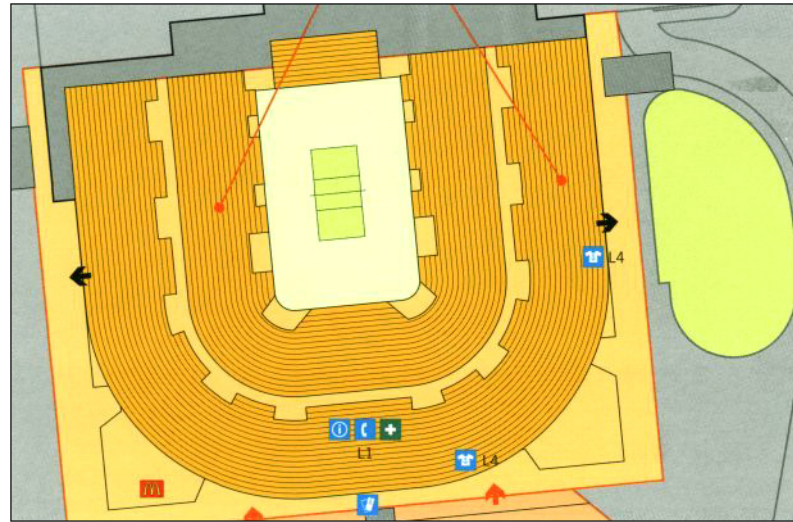
Award winning design of exhibition centre signifies masts and rigging of tall sailing ships. 1999/2000 National winner of the Meetings Industry Assoc of Australia's Awards for Excellence – Purpose Built Convention and Exhibition Centre Category.

Competition Venues
Volume One



Competition Venues
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SYDNEY ENTERTAINMENT CENTRE



Highlights

Voted as one of the Top 10 Venues by National Business Bulletin for 1998. In its 16 year history the centre has hosted nearly 2700 events which have been attended by more than 16 million people.

Architect	–
Location	Darling Harbour
Opened	1st May 1983
Cost of Olympic overlay	\$2.7 million
Operator of venue	Arena Management
Use before Games	Venue for a variety of shows, concerts and sporting events from ice skating and tennis to INXS and David Copperfield
Use during Games	Volleyball (prelim's & finals) and commercial entertainment
Use after Games	Same as before
Seating capacity before Games	10 000
Seating capacity during Games	11 000
Seating capacity after Games	10 000



CHARLES BUTCHER/SOOG

SYDNEY FOOTBALL STADIUM, CENTENNIAL PARKLANDS

**Special features**

A striking roof line, and a unique location close to the centre of Sydney.

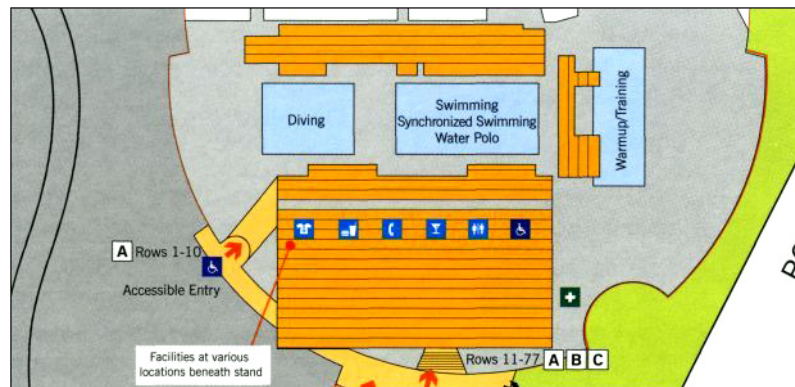
Competition Venues
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Architect	Phillip Cox
Location	Moore Park adjacent to Centennial Parklands
Cost of construction	Existing facility
Cost of Olympic overlay	\$3.1 million
Operator of venue	Sydney Cricket and Sports Ground Trust
Use before Games	Rugby league, union, soccer, concerts and events
Use during Games	Football
Use after Games	Same as before
Seating capacity before Games	41 147
Seating capacity during Games	42 000
Seating capacity after Games	41 000



Competition Venues
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SYDNEY INTERNATIONAL AQUATIC CENTRE



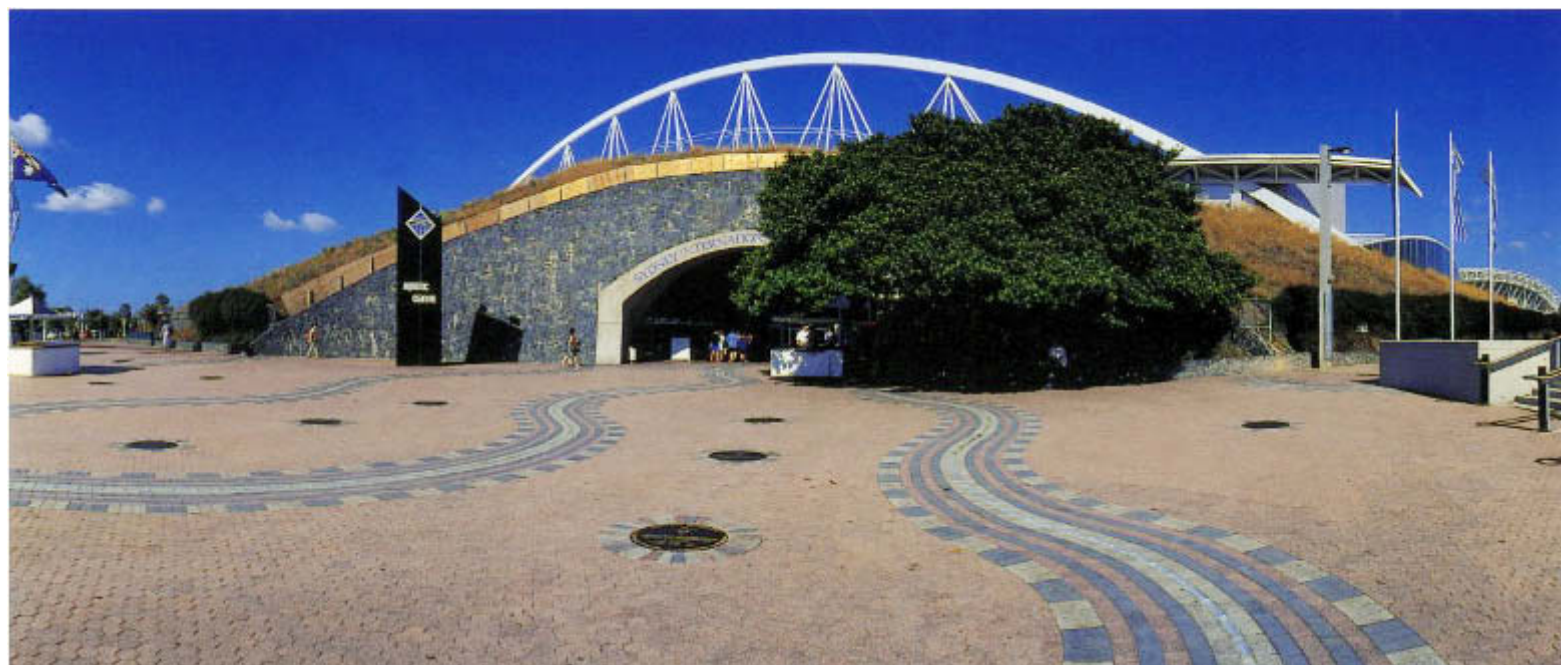
Architect	Phillip Cox
Location	Sydney Olympic Park
Construction commenced	April 1992
Construction completed	August 1994
Opened	October 1994
Cost of construction	\$150 million
Cost of Olympic overlay	\$7.7 million – cost of temporary expansion for games \$33.7 million
Operator of venue	Sydney Cricket and Sports Ground Trust
Use before Games	Open to athletes and public for a wide range of events. School swimming carnivals, international meets, recreation and functions.
Use during Games	Swimming, diving, synchronized swimming, medal events for water polo and swimming discipline for pentathlon.
Use after Games	As before games.
Seating capacity before Games	4400
Seating capacity during Games	17 500
Seating capacity after Games	8500

Special features

Complex split into two areas – competition and leisure. Leisure area incorporates play pools, spas, waterslide, rapid river ride, bubbling beach fountains, spray jets and spurting volcanoes. Training pool has world's largest moveable floor which can be raised or lowered to suit a variety of needs. Underwater viewing windows. Zoned air-conditioning keeps warm air at pool level around athletes and cool air in spectator stands. Two vessel ozone system provides world-class water filtration and sanitisation using chlorine levels up to three times less than conventional pools. Five levels of indoor lighting for training, competition and television. Column free.

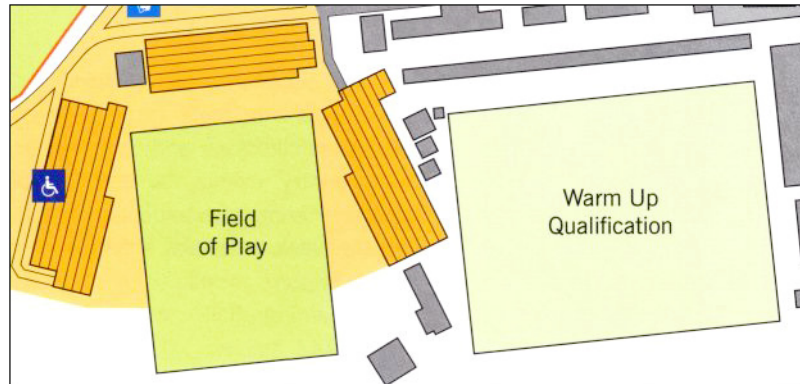
Highlights

Described by IOC president Juan Antonio Samaranch as 'the best swimming pool I have seen in my life'. Over 6 million people have visited the venue since its opening. Building described as a metaphor of speed and tension by Phillip Cox.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

SYDNEY INTERNATIONAL ARCHERY PARK



Architect	Stutchbury & Pape
Location	Millennium Parklands, Sydney Olympic Park Homebush Bay
Construction commenced	Field January 1998, Balance February 1998
Construction completed	July 1998
Opened	31 July 1998
Cost of construction	\$3 million
Cost of Olympic overlay	\$5.4 million
Operator of venue	Archery NSW
Use before Games	Archery test events and training
Use during Games	Archery
Use after Games	Permanent venue for Archery Society of NSW for competition, training and sports development.
Seating capacity before Games	0
Seating capacity during Games	4500
Seating capacity after Games	0

Special features

Purpose built venue consisting of a warm up and competition field. Enclosed by natural mangrove wetland and two sculptural pole forests made from 185 recycled electricity poles. Designers wanted roof to resemble character of shelter in Australia. Using idea of the verandah, a fly roof was created with a distinctive twist to it.

Highlights

Received national architecture award for design and environmental excellence at Royal Australian Institute for Architecture Awards.

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EQUESTRIAN CENTRE, HORSLEY PARK



Architect	Designed by Equus 2000, comprising architects Timothy Court & Co, Scott Carver and SJPH Design Partnership
Location	Horsley Park
Construction commenced	November 1997
Construction completed	September 1999
Opened	November 1999
Cost of construction	\$40.4 million
Cost of Olympic overlay	\$16.4 million
Operator of venue	OCA
Use before Games	Training, competition and test event
Use during Games	Olympic dressage, jumping and 3 day event
Use after Games	Equestrian training and competition
Seating capacity before Games	Showjumping and dressage (main) arena - 2000
Seating capacity during Games	Main arena – 20 000 total capacity – 50 000
Seating capacity after Games	2000

Special features

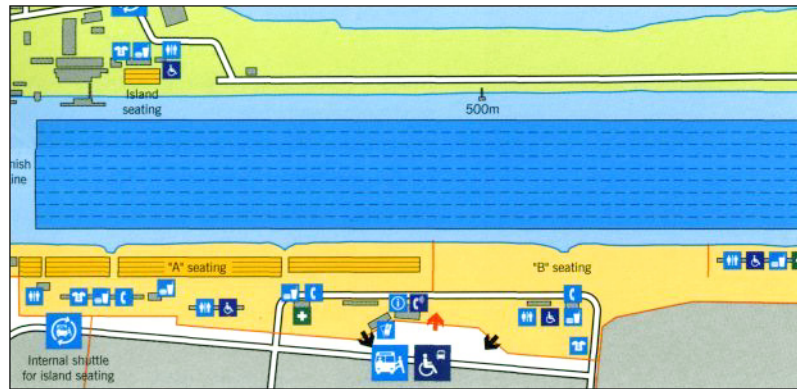
Set within 500 ha of native bushland 2 venues in 1, the core centre with its jumping and dressage and the three-day cross country event. As part of the Equestrian Centre development, more than 100 000 native trees and shrubs will be planted. Features include the main arena, indoor training hall, stable complex housing 243 stables, 20 lunging rings, 14 sand arenas, 5 grass hocking arenas and a 25 km cross country course with a steeplechase track and jumps. All facilities have incorporated water smart fittings and energy efficient lighting systems.

Highlights

Leading overseas riders Greg Best of USA, Joe Turi of Hungary and Dianne Lampard of Great Britain have described the centre as "magnificent, outstanding, exciting and absolutely superb" and rated the venue as the best showjumping facility in the world.



SYDNEY INTERNATIONAL REGATTA CENTRE, PENRITH LAKES



Architect	Course layout – O'Hanlon Design Start & finish towers – Conybeare Morrison Pavilion – Woods Bagot Architects
Location	Penrith Lakes
Opened	March 1996
Cost of construction	\$36 million
Cost of Olympic overlay	\$10.6 million
Operator of venue	OCA
Use before Games	Venue for rowing and canoe training and competition
Use during Games	Rowing and canoe/kayak sprint
Use after Games	Venue for rowing and canoe training and competition
Seating capacity before Games	1000 seat pavilion
Seating capacity during Games	16 000 seat grandstand
Spectator Capacity during Games	Rowing 2000 m – 27 000
Pavillion and grass areas	Canoe/kayak 1000 m – 24 000 canoe/kayak 500 m – 22 000
Seating capacity after Games	1000 in pavillion and 30 000 in total

Special features

A 2300 m purpose built canoeing and rowing course with rock-coated, wave absorbing banks to ensure fair competition. Includes a 1500 m warm-up lake allowing competitors to practice while a race is in progress. 1000 seat pavillion features retractable seating and roofing and 2 boat sheds hold up to 80 crafts each.

Highlights

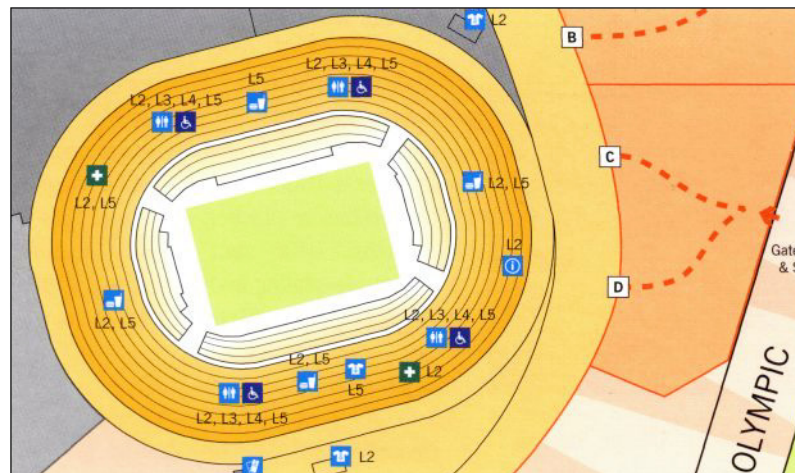
Described as "definitely one of the best courses in the world by Olympic gold medalist Clint Robinson. Regatta Centre is the first stage of the Penrith Lake Scheme, which when completed will provide a 2000 ha public recreation area. Also features a wide range of environmental initiatives. Introduction of 25 000 native underwater plants and 12 000 bass fish helps maintain regatta course's ecosystem.

Competition Venues
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Competition Venues
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SYDNEY SUPERDOME



Architect	Cox Richardson, Devine Deflon Yaeger
Location	Sydney Olympic Park, Homebush Bay
Construction commenced	September 1997
Construction completed	August 1999
Opened	4 September 1999
Cost of construction	\$197 million
Cost of Olympic overlay	\$8.0 million
Operator of venue	Sydney SuperDome
Use before Games	A multi-use indoor arena used for events, functions, exhibitions, concerts, indoor soccer, volleyball, basketball, gymnastics
Use during Games	Basketball finals, artistic and trampoline gymnastics
Use after Games	Same as before
Seating capacity before Games	21 000
Seating capacity during Games	Basketball – 20 000 gymnastics – 16 900
Seating capacity after Games	21 000

Special features

Most technologically advanced and environmentally friendly indoor arena in the world today. Won the 1999 Banksia Awards for Environmental Excellence for Construction Practices. Fitted with the largest rooftop solar power system in Australia, five levels including a grand foyer, ballroom, convention spaces and sports hall which can be configured for indoor soccer, volleyball, basketball and gymnastics. Arena itself state of the art sports and entertainment design. Includes a 25 tonne centrally hung gondola incorporating 4 video screens and 4 scoreboards. Seats have been economically designed with views from every seat. Micro climate controlled air conditioning grand foyer sweeps around the stadium like a typical. Australian verandah

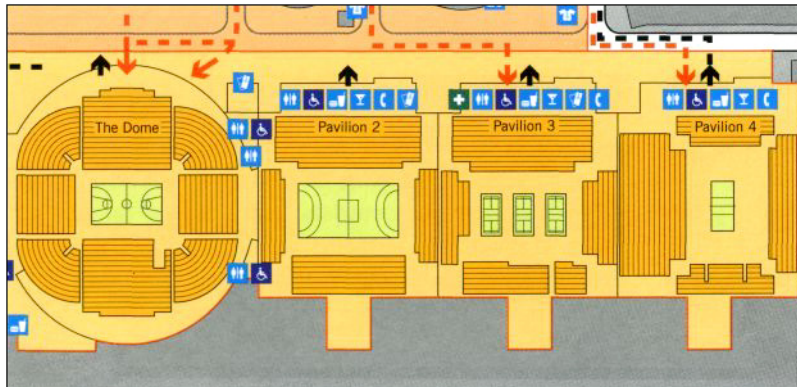
Highlights

In its concert mode can seat up to 21 000 making it the largest indoor arena in the Southern Hemisphere. By using 100 per cent green power over 5000 tonnes of greenhouse gas saved each year. Has become 'the new heart of entertainment functions and conference servicing in Sydney'.



BOB PETERS/OLYMPIC CO-ORDINATION AUTHORITY

THE DOME AND PAVILIONS 2, 3 AND 4



Architect	CPTC and Anchor, Mortlock and Woolley
Location	Sydney Olympic Park, Homebush Bay
Construction commenced	May 1996
Construction completed	January 1998
Opened	February 1998
Cost of construction	RAS total \$388 million less \$11 million (for Baseball)
Cost of Olympic overlay	\$24.9 million for 4 pavilions
Operator of venue	Royal Agricultural Society of NSW
Use before Games	Royal Agricultural Society operations/ exhibitions and Royal Easter Show
Use during Games	The Dome – basketball, handball; Pavilion 2 – handball, modern pentathlon; Pavilion 3 – badminton, rhythmic gymnastics; Pavilion 4 – volleyball;
Use after Games	Reverts to RAS operations
Seating capacity before Games	As required for RAS exhibitions
Seating capacity during Games	28 000; Dome – 10 000; Pavilion 2 – 6000; Pavilion 3 – 6000; Pavilion 4 – 6000
Seating capacity after Games	As required for RAS exhibitions

Special features

The pavilions are the second largest Olympic venue in terms of seating capacity after Stadium Australia. Not purpose built for sport and require full Olympic fitout and temporary seating. Construction of adjacent area (back of house) to service the Dome and Pavilions containing facilities for press, media, broadcast, Olympic family, administration, sport warmup courts, sport amenities and coaching facilities and meeting rooms.

Highlights

Venue will facilitate the competition of seven Olympic and seven Paralympic sports requiring nine transitions of field of play and seating bowl.

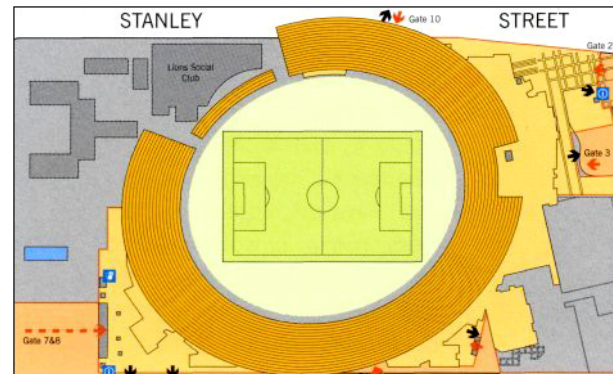
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BOB PETERS/OLYMPIC COORDINATION AUTHORITY

INTERSTATE FOOTBALL VENUES

Brisbane Cricket Ground, Brisbane



Highlights

Aim was to create the same environment and atmosphere as Olympic venues in Sydney in terms of service and look. Extensive renovations carried out by Queensland Government. Major drainage and irrigation works, also levelling of the playing surface and laying of new turf.

Location	Brisbane Queensland
Cost of construction	Existing facility
Cost of Olympic overlay	\$1 million
Operator of venue	Brisbane Cricket Ground Trust
Use before Games	Home of The Queensland Bulls cricket team and the Brisbane Lions Australian Football (AFL) team. National and international cricket matches during the summer and national Australian football league matches during the winter.
Use during Games	Interstate football
Use after Games	Same as before
Seating capacity during Games	37 000

Bruce Stadium, Canberra



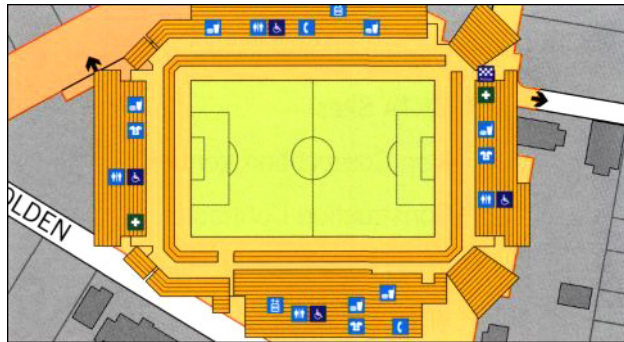
Special features

Recently undergone significant upgrading and redevelopment. Field lowered to allow more seating and reconfiguration of pitch into more rectangle shape makes it ideal for league, union and soccer. Cauldron-shaped with spectators never more than 50 m from on-field action.

Highlights

Generally recognised as one of Australia's finest football stadia. Same look' and level of service as Sydney venues will be put in place.

Location	Canberra ACT
Opened	1977
Cost of Olympic overlay	\$1.1 million
Use before Games	Home to Canberra Raiders (League), ACT Brumbies (Union) and the Matildas (National women's football team)
Use during Games	Interstate football
Use after Games	same as before
Seating capacity before Games	25 000
Seating capacity during Games	40 000
Seating capacity after Games	25 000

Hindmarsh Stadium, Adelaide**Special features**

The only purpose built soccer stadium in Australia. Natural turf surface considered one of the best in Australia.

Location	Hindmarsh, Adelaide
Cost of construction	Existing facility
Cost of Olympic overlay	\$1.3 million
Operator of venue	South Australian Soccer Federation
Use before Games	Home of football (soccer) in South Australia and hosts National Soccer League team the Adelaide Force
Use during Games	Interstate football
Use after Games	Same as before
Seating capacity before Games	15 000
Seating capacity during Games	20 000
Seating capacity after Games	15 000

Melbourne Cricket Ground, Melbourne**Special features**

Largest interstate venue and only second in size to the main Olympic Stadium. Playing field entirely reconstructed in 1992 and replaced with sand-based soil ensuring excellent drainage and load-bearing characteristics. Structurally the venue is a combination of old and new. The first stand was erected in 1854 and since then 14 grandstands have been built.

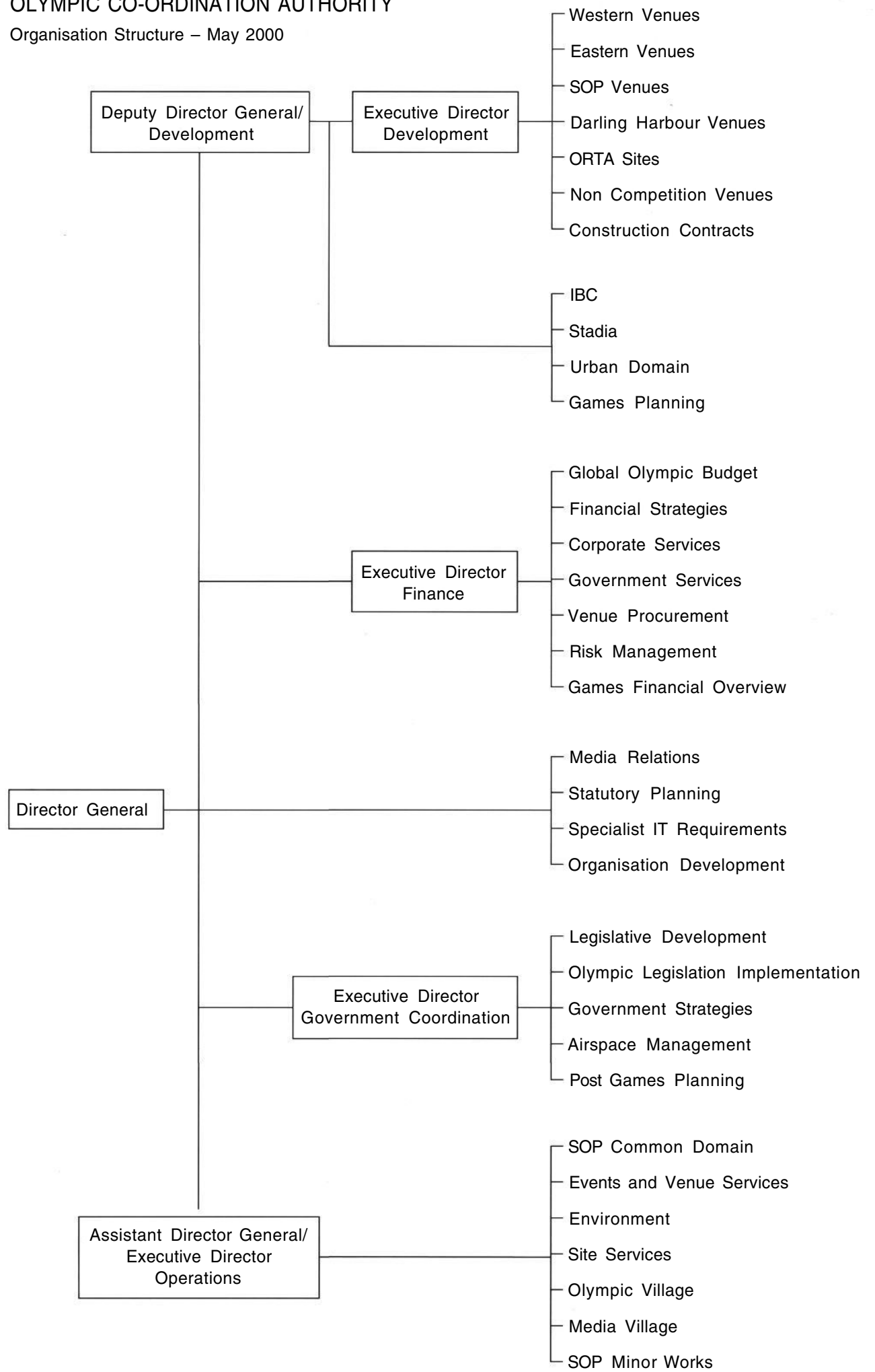
Highlights

Boasts a strong and proud history having hosted the 1956 Olympic Games and many of Australia's major annual sporting events. Currently home to the IOC-endorsed Australian Gallery of Sport and Olympic Museum.

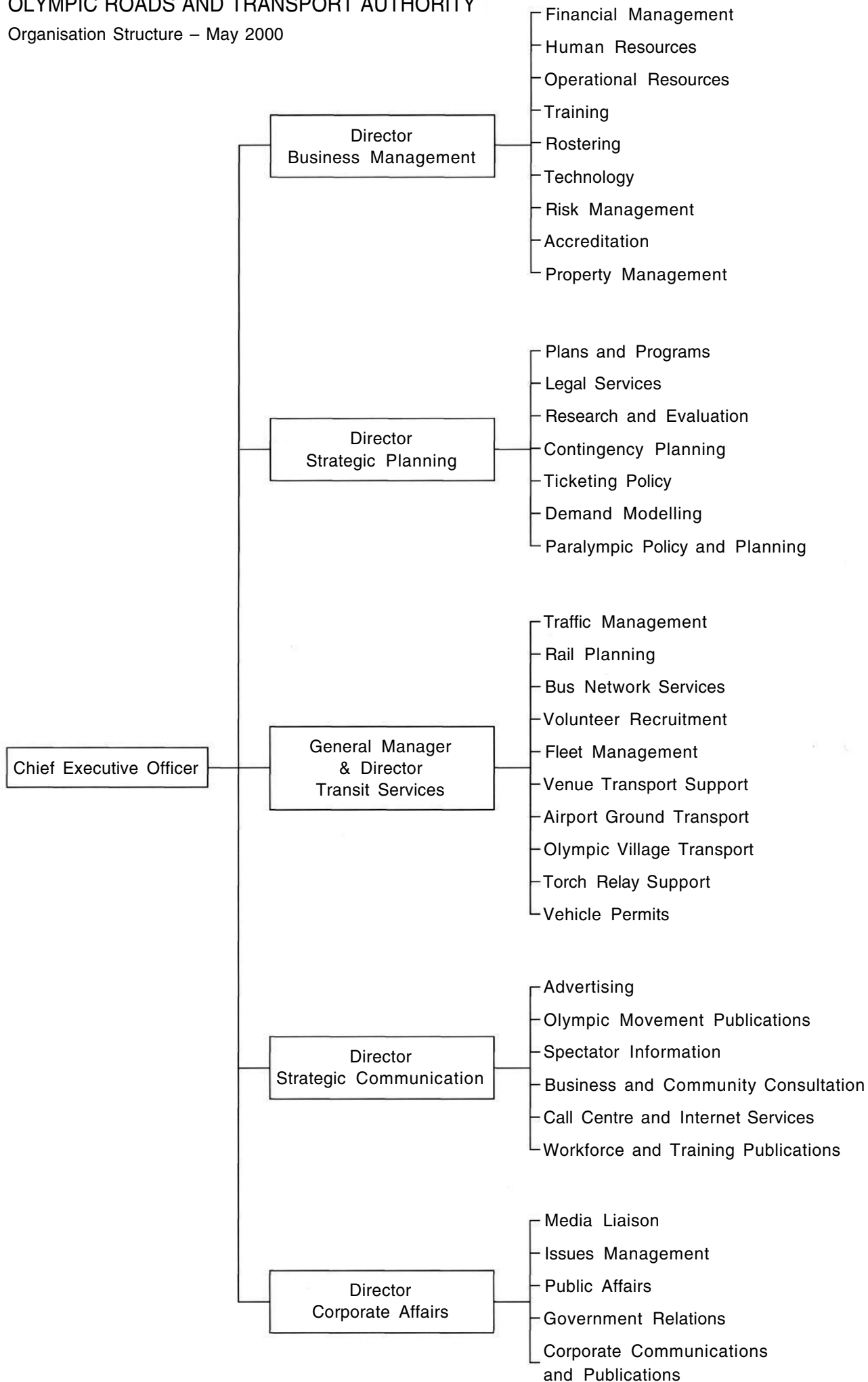
Location	Yarra Park
Cost of Olympic overlay	\$1.8 million
Operator of venue	Melbourne Cricket Club at the direction of the MCG Trust
Use before Games	Host to Australian Rules Football, international cricket matches, soccer and concerts
Use during Games	Interstate Football preliminaries and semifinal match
Use after Games	same as before
Seating capacity before Games	100 407
Seating capacity during Games	98 000
Seating capacity after Games	same as before

OLYMPIC CO-ORDINATION AUTHORITY

Organisation Structure – May 2000

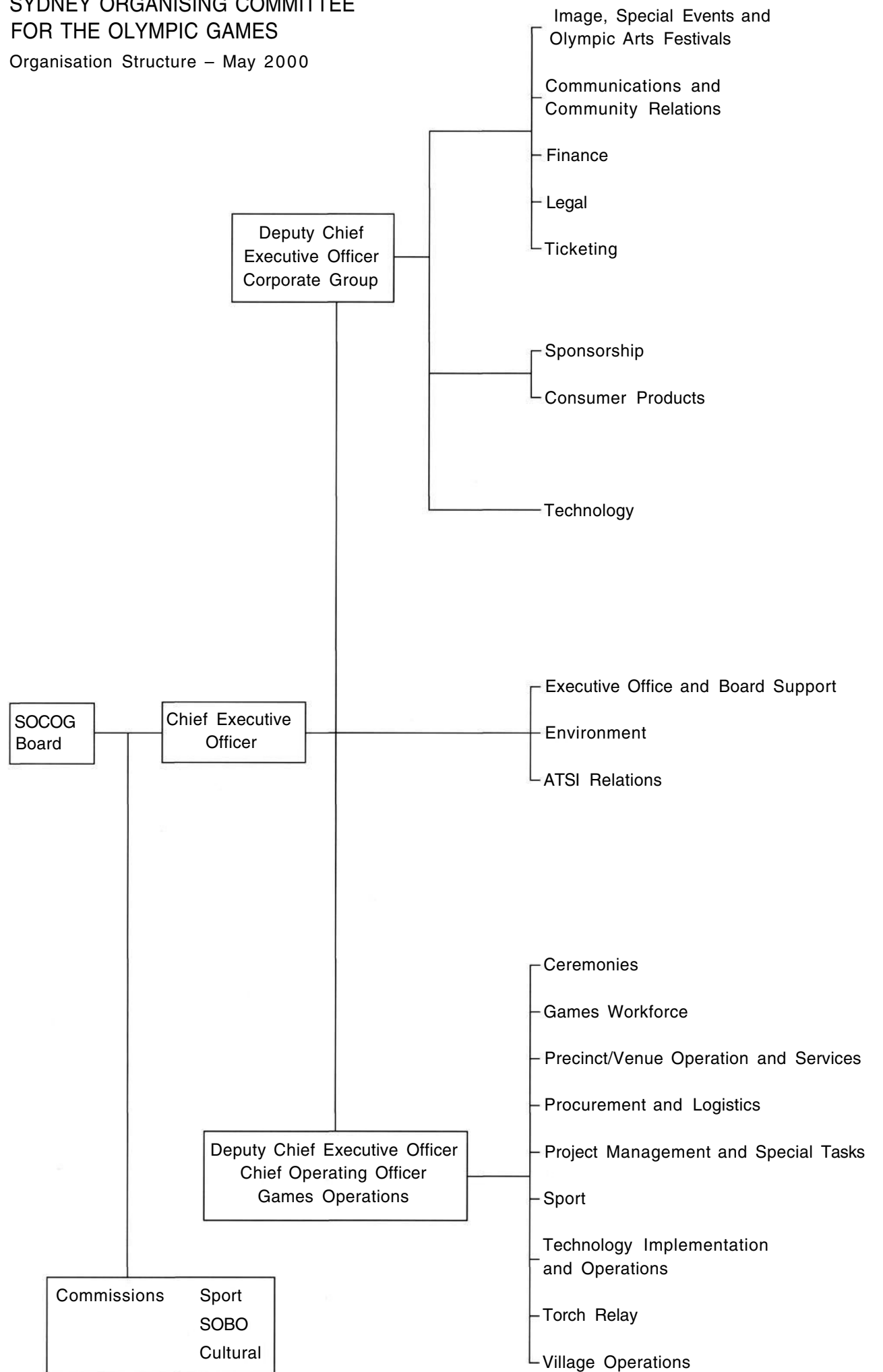


OLYMPIC ROADS AND TRANSPORT AUTHORITY
 Organisation Structure – May 2000



SYDNEY ORGANISING COMMITTEE
FOR THE OLYMPIC GAMES

Organisation Structure – May 2000



FUNCTIONAL LISTING – SOCOG PROGRAMS

Group	Division	Program
Commercial and Marketing Deputy CEO, Corporate Group	Consumer Products	<input type="checkbox"/> Consumer Products Management <input type="checkbox"/> Consumer Products Licensing and Concessions <input type="checkbox"/> Olympic Stores
	Marketing Sponsorship	<input type="checkbox"/> Sponsorship Sales <input type="checkbox"/> Sponsor Hospitality <input type="checkbox"/> Marketing Sponsorship <input type="checkbox"/> Management (SMAM) <input type="checkbox"/> Sponsor Servicing <input type="checkbox"/> Communications Marketing <input type="checkbox"/> Media Partners <input type="checkbox"/> Market Image Management <input type="checkbox"/> Marketing Operations <input type="checkbox"/> Marketing and Advertising
Games Coordination Deputy CEO, Corporate Group	Communications and Community Relations	<input type="checkbox"/> Communications Services <input type="checkbox"/> Community Relations <input type="checkbox"/> Corporate Communications <input type="checkbox"/> Public Relations <input type="checkbox"/> Communication Services <input type="checkbox"/> Knowledge Management <input type="checkbox"/> Multicultural Affairs <input type="checkbox"/> National Education
	Finance	<input type="checkbox"/> Corporate Services <input type="checkbox"/> Financial Management <input type="checkbox"/> Financial Planning <input type="checkbox"/> Risk Management
	Legal	<input type="checkbox"/> Brand Protection <input type="checkbox"/> General Legal
	Media	<input type="checkbox"/> Media Management <input type="checkbox"/> Media Information <input type="checkbox"/> Press Operations
	Ceremonies	<input type="checkbox"/> Medal Ceremonies <input type="checkbox"/> Ceremony Development
	Ticketing	<input type="checkbox"/> Ticket Operations <input type="checkbox"/> Ticket Marketing <input type="checkbox"/> Ticket Packages

Group	Division	Program
Technology Deputy CEO, Corporate Group	Technology Implementation and Operations	<input type="checkbox"/> Internet Business <input type="checkbox"/> Technology Competition Venue <input type="checkbox"/> Technology Management <input type="checkbox"/> Technology Non-Competition Venues
	Technology Software Development	<input type="checkbox"/> Games Results Systems <input type="checkbox"/> Technology Contract <input type="checkbox"/> Business Management <input type="checkbox"/> Technology Desktop <input type="checkbox"/> Technology Games Management
Games Support Deputy CEO, Corporate Group	Image, Special Events and Olympic Arts Festivals	<input type="checkbox"/> Olympic Arts Festivals <input type="checkbox"/> Image, Special Events and Olympic Arts Festivals Management <input type="checkbox"/> Image <input type="checkbox"/> Special Events
Games Operations Deputy CEO & Chief Operating Officer	Games Services	<input type="checkbox"/> Accommodation <input type="checkbox"/> Games Services Management <input type="checkbox"/> Athletes Family Host <input type="checkbox"/> Security <input type="checkbox"/> Transport
	Games Workforce	<input type="checkbox"/> Accreditation <input type="checkbox"/> Games Workforce Management <input type="checkbox"/> Workforce Recruitment <input type="checkbox"/> Workforce Uniforms <input type="checkbox"/> Venue Staffing Services <input type="checkbox"/> Workforce Planning and Analysis Workforce Training and HR Support
	Interstate Olympic Football	<input type="checkbox"/> Interstate Football Management
	Procurement and Logistics	<input type="checkbox"/> Logistics <input type="checkbox"/> Procurement <input type="checkbox"/> Rate Card
	Project Management and Special Tasks	<input type="checkbox"/> Project Management and Special Tasks Management <input type="checkbox"/> Command Control and Communications

Group	Division	Program
	Sport	<input type="checkbox"/> Doping Control <input type="checkbox"/> IOC Relations and Protocol <input type="checkbox"/> Language Services <input type="checkbox"/> Medical Care <input type="checkbox"/> NOC Services <input type="checkbox"/> Sport Competition <input type="checkbox"/> Sport Management <input type="checkbox"/> Sport Policy and Operations <input type="checkbox"/> Sport Services
	Torch Relay	<input type="checkbox"/> Torch Relay Advance Operation <input type="checkbox"/> Torch Relay Operations Support <input type="checkbox"/> Torch Relay Management <input type="checkbox"/> Torch Relay Media and Marketing
	Precinct/Venue Operations and Services	<input type="checkbox"/> Catering & Waste Management <input type="checkbox"/> Operational <input type="checkbox"/> Games Overlay <input type="checkbox"/> Precinct/Venue Operations and Services Management <input type="checkbox"/> Precinct/Venue Operations
	Village Operations	<input type="checkbox"/> Village Food and Beverage <input type="checkbox"/> Media Village <input type="checkbox"/> Olympic Village <input type="checkbox"/> Technical Officials Village <input type="checkbox"/> Village Accommodation Services <input type="checkbox"/> Village Administration and Communications <input type="checkbox"/> Village Development <input type="checkbox"/> Village Operations Management <input type="checkbox"/> Village Support Operations <input type="checkbox"/> Village Projects and Integration <input type="checkbox"/> Village Planning and Coordination <input type="checkbox"/> Village Paralympic Planning <input type="checkbox"/> Village Resident Services

ACRONYMS

ACA	Australian Communications Authority	FIBA	International Basketball Federation; Fédération Internationale de Basketball
ACF	Australian Cycling Federation	FIC	"International Canoe Federation, Federation Internationale de Canoë"
ACOG	Atlanta Committee for the Olympic Games	FIE	International Fencing Federation; Fédération Internationale d'Esclime
ADF	Australian Defense Force	FIFA	International Football Federation; Federation Internationale de Football Association
AFC	Australian Flower Company	FIG	International Gymnastics Federation; Federation Internationale de Gymnastique
AFH	Athletes Family Host	FILA	International Federation of Associated Wrestling Styles; Federation Internationale de Lutttes Associées
AGAL	Australian Government Analytical Laboratories	FINA	International Swimming Federation; Federation Internationale de Natation Amateur
AIBA	International Amateur Boxing Federation; Association Internationale de Boxe Amateur	FISA	International Rowing Federation; Federation Internationale des Sociétés d'Aviron
AIS	Australian Institute of Sport	FITA	International Archery Federation; Federation Internationale de Tir à L'Arc
ANOC	Association of National Olympic Committees	FIVB	International Volleyball Federation; Federation Internationale de Volleyball
AOC	Australian Olympic Committee	FOP	Field of Play
AOP	Athlete Olympic Program	GAISF	General Association of International Sports Federations
APC	Australian Paralympic Committee	GCOG	Games Coordination Group
APCO	Association of Public Safety Communication Officials	GHQ	Games Headquarters
AQIS	Australian Quarantine Inspection Service	GIS	Games Information Service
ASDA	Australian Sports Drug Agency	GMP	Guaranteed Maximum Price
ASIO	Australian Security Intelligence Organisation	GMS	Games Management System
ASOIF	Association of Summer Olympic International Federations	GOP	General Organisation Plan
ATSIC	Aboriginal & Torres Strait Islander Commission	GSM	Global System for Mobile Communications
BBC	British Broadcasting Corporation	GST	Goods and Services Tax
BCA	Bus and Coach Association of New South Wales	GTC	Games Time Commission
BCM	Business and Contract Management Sub-Program	HAAC	Homebush Arrivals and Accreditation Centre
C3	Command Control and Communications	HDPE	High Density Polyethylene
CAS	Court of Arbitration for Sport	IAAF	International Amateur Athletic Federation
CATV	Cable Antenna Television System	IBAF	International Baseball Federation
CCR	Commentary Control Room	IBC	International Broadcast Centre
CCTV	Closed Circuit Television	IBF	International Badminton Federation
CDOC	Common Domain Operations Centre	IBM	International Business Machines
CIS	Commentator Information System	IF	International Federation
CoS	City of Sydney	IHF	International Handball Federation
CSCC	Central Sydney Command Centre	IHF	International Hockey Federation
CSIRO	Commonwealth Science & Industry Research Organisation	IJF	International Judo Federation
DCAS	Detailed Competition Activity Schedule	INFO	Games Wide Results and Information Systems
DDS	Data Display System	IOA	International Olympic Academy
DH&S	Department of Occupational Health & Safety	IOC	International Olympic Committee
DIMA	Commonwealth Department of Immigration & Multicultural Affairs	IPC	International Paralympic Committee
DNC	Did Not Compete (Sailing)	IR	Industrial Relations
DNF	Did Not Finish (Sailing)	ISAF	International Sailing Federation;
DNQ	Did Not Qualify (Sailing)	ISF	International Softball Federation
DoT	Department of Transport	ISO	Industrial Supplies Office
DRM	Delegation Registration Meeting	ISSF	International Shooting Sports Federation
DSQ	Disqualified (Sailing)	ITF	International Tennis Federation
ECG	Executive Communication Group	ITTF	International Table Tennis Federation
EMS	Environmental Management System	ITU	International Triathlon Union
ENG	Electronic News Gathering	IVR	Interactive Voice Response Systems
EOI	Expressions of Interest	IWF	International Weightlifting Federation
EORG	Executive Operational and Readiness Group	IWMS	Integrated Waste Management Solution
EPA	Environment Protection Authority	LAN	Local Area Network
EPO	Erythropoietin	LOC	Licensing Operations Centre
ESD	Ecologically Sustainable Development	MAC	Multicultural Affairs Committee
FAC	Functional Area Command		
FAC	Federal Airports Corporation		
FACT	Functional Area Command Team		
FEI	International Equestrian Federation; Fédération Equestre Internationale		
FF&E	"Furniture, Fixtures & Equipment"		

MAC	Multicultural Advisory Committee	RALC	Ryde Aquatic Leisure Centre
MCG	Melbourne Cricket Ground	RAS	Royal Agricultural Society
MDS	Master Delivery Schedule	ROC	Regional Organisation of Councils
MIK	Marketing-in-kind	RSM	Results Systems Managers
MLALC	Metropolitan Local Aboriginal Land Council	RTA	Roads and Traffic Authority
MLLVC	Mirvac Lend Lease Village Consortium	SBS	Special Broadcast Services
MLSB	Multilingual Switchboard	SCC	Sport Command Centre
MOC	Main Operations Centre	SEPP	State Environmental Planning Policy
MOM	Management Operations Meeting	SFS	Sydney Football Stadium
MOST	Mobile Operations Support Team	SIAC	Social Impacts Advisory Committee
MOU	Memorandum of Understanding	SIAC	Sydney International Aquatic Centre
MPC	Main Press Centre	SIC	Sport Information Centre
MRF	Materials Recovery Facility	SID	Sport Information Desk
NAOC	Nagano Organising Committee for the Winter Olympic Games	SIEC	Sydney International Equestrian Centre
NBC	National Broadcasting Company	SIRC	Sydney International Regatta Centre
NF	National Federation	SISC	Sydney International Shooting Centre
NIAC	National Indigenous Advisory Committee	SMAM	Sports Marketing and Management
NIMAA	National Indigenous Media Association Australia	SMC	Sydney Media Centre
NOC	National Olympic Committee	SOBL	Sydney Olympics 2000 Bid Ltd
NPC	National Paralympic Committee	SOBO	Sydney Olympic Broadcasting Organisation
NSW	New South Wales	SOC	Sponsor Operations Centre
NSWALC	NSW Aboriginal Land Council	SOCOG	Sydney Organising Committee for the Olympic Games
NVP	Non-valid Pass	SOP	Sydney Olympic Park
OATH	Olympic Advocates Together Honourably	SPOC	Sydney Paralympic Organising Committee
OBIS	Olympic Business Information Service	SRA	State Rail Authority
OBRT	Olympic Business Roundtable	SRRB	Statement of Strategic Plan and Resource Requirements Budget
OCA	Olympic Co-ordination Authority	STA	State Transit Authority
OCA	Olympic Council of Asia	SVAC	Villages Advisory Committee
OCC	Olympic Commerce Centre	TCC	Technology Command Centre
OCC	Olympic Communications Centre	TDC	Transmission Distribution Centre
OCOG	Organising Committee for the Olympic Games	TETRA	Terrestrial Trunked Radio
OCS	On Course Side (Sailing)	TIS	Translating and Interpreting Service
OEQ	Olympic Entries and Qualifications System	TMC	Traffic Management Centre
OH&S	Occupational Health and Safety	TMC	Transport Management Centre
ONOC	Oceania National Olympic Committees	TMOP	Team Millennium Olympic Partner
ONS	Olympic News Service	TOC	Technical Operation Centre
OOC	Out of Competition Testing	TOC	Transport Operations Centre
OPRO	Olympic Precinct Regional and Operations Centre	TOP	The Olympic Partners
ORIS	Olympic Results Information Service	TOP	The Olympic Program
ORTA	Olympic Roads & Transport Authority	TPC	Technology Partner Council
OSCC	Olympic Security Command Centre	TTEPC	Technology Test Event Planning Cell
OSPG	Olympic Security Planning Group	UDAC	Uniform Distribution and Accreditation Centre
OSWC	Olympic Security Working Committee	UIPM	International Union of Modern Pentathlon; Union Internationale de Pentathlon Moderne
OTA	Olympic Travel Authority	UPS	United Parcel Service
OTWC	Olympic Transport Working Committee	USOC	United States Olympic Committee
OYC	Olympic Youth Camp	VIK	Value-in-kind
PA	Public Address System	VOC	Village Operations Centre
PAQ	Post-arrival Quarantine	VPC	Venue Press Centre
PASO	Pan American Sports Organisation	VPM	Venue Press Manager
PCC	Protocol Coordination Centre	VSCC	Village Security Command Centre
PCG	Project Control Group	VTM	Venue Technology Managers
PEQ	Pre-export Quarantine	WADA	World Anti-doping Agency
PET	Polyethylene	WBA	World Boxing Association
PORG	Paralympic Operational Readiness Group	WOA	World Olympians Association
PSCC	Protective Security Coordination Centre	WRAMS	Water Reclamation and Management System
PTL	Planning Team Leader	WTF	World Taekwondo Federation
PVC	Polyvinylidene chloride		
RAAF	Royal Australian Air Force		
RACC	Redfern Aboriginal Corporation Constructions		

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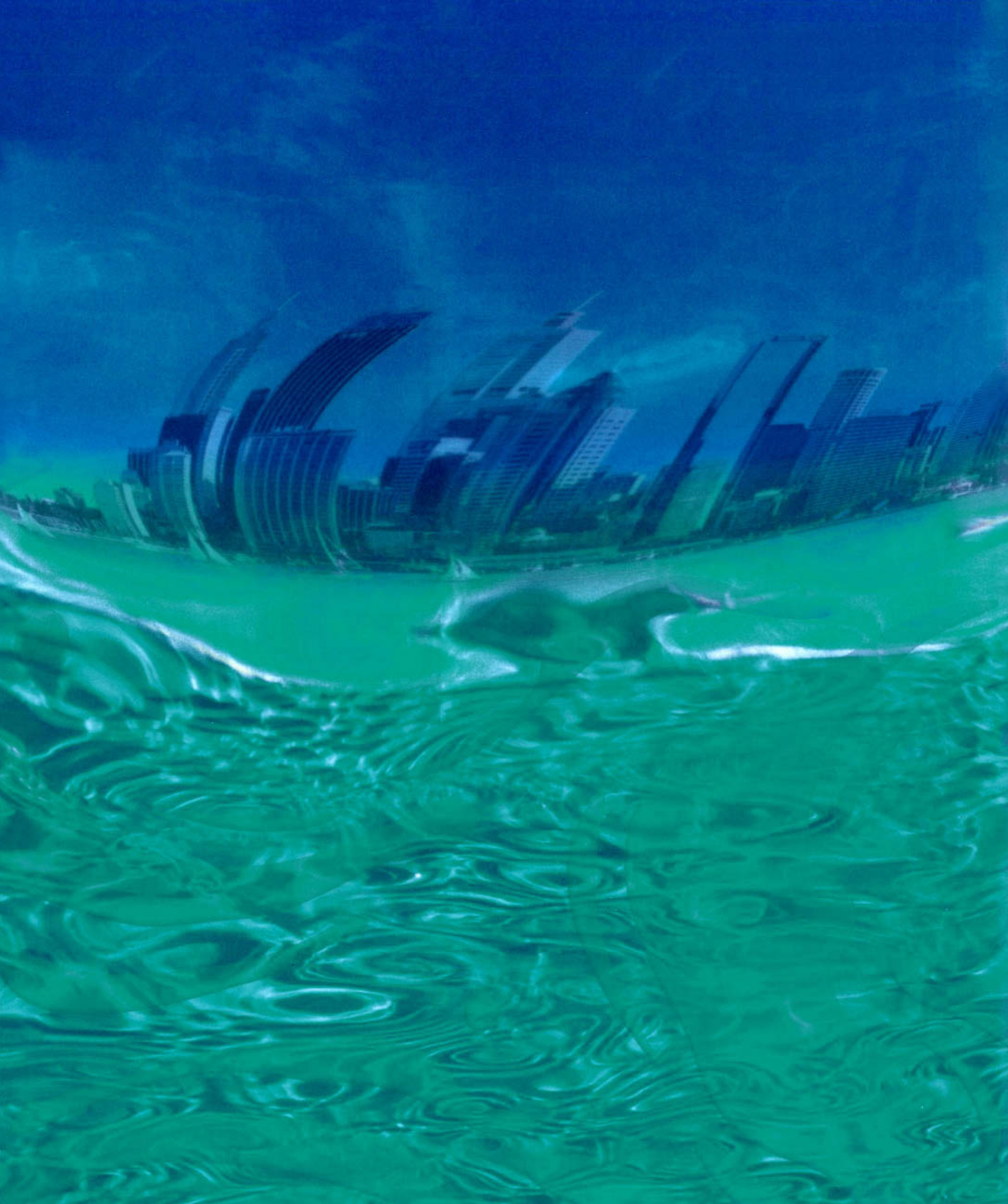
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